

Synopsis of Research Work Undertaken for the Award of Ph.D.

On

**MEASURING THE INFLUENCE OF CORPORATE SOCIAL
RESPONSIBILITY ON CONSUMER RESPONSES**

Submitted by

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1. INTRODUCTION

Corporate social responsibility (CSR) has become a popular notion among academicians and practitioners for several years (Brown and Dacin, 1997; Osterhus, 1997; Lee et al., 2012). Its prominence can be seen in academic literature by the increasing number of articles and journals dedicated to this area (Ramasamy and Yeung, 2009). However, its importance for practitioners has only been recently acknowledged (Kotler and Lee, 2004; Moir, 2001). Now it has become a gateway for doing business in the 21st century (Altman, 1998). Hollender and Fenichell (2004) claimed that “Corporate Social Responsibility [is] . . . the future of business (market for virtue). It’s what companies have to do to survive and prosper in a world where more and more of their behavior is under a microscope”. Consumers and other stakeholder groups are interested in the contribution that companies can and should make to the society. Corporations are becoming more engaged by acting as socially responsible citizens (Sasse and Trahan, 2007) and more than 80 percent of the Fortune 500 companies explicitly communicate their CSR activities (Esrock and Leichty, 1998; Kotler and Lee, 2004).

The same interest for CSR in marketing literature is replete with studies examining consumer responses to CSR (Brown and Dacin, 1997; Sen and Bhattacharya, 2001), perceived benefits resulting from corporate actions (Maignan et al., 1999), and the importance of CSR among marketing practitioners (Singhapakdi et al., 1996). To date, much of the research on CSR in marketing literature is experimental in nature, which is carried out by raising questionnaires for studying the exaggeration or simplification of the outcomes of any CSR activity on consumers (Marquina and Morales, 2012; Feldman and Vasquez–Parraga, 2013). Marketing research on CSR calls for establishing a relationship with its key stakeholders (Srivastava et al., 1998). There is an unsolved paradox of the role of CSR and its effects on consumer behavioral outcomes. This study is an attempt to resolve this paradox by bringing together a comprehensive framework of consumers’ responses to CSR.

2. GAPS IDENTIFIED FROM THE LITERATURE

A review of previous literature reveals that there are several theoretical and practical knowledge gaps in this area. The following research gaps are noteworthy and calls for future research endeavors.

- CSR is perceived as an important driver for the improvement and progression of developing nations because it helps in eradication of poverty, fostering education, promoting equality, and sustainable development (UN, 2006). However, whether CSR programs have any positive impacts in the developing countries are still debatable and questionable (Dobbers and Halme, 2009), as the positive outcomes are still unexplored (Halme *et al.*, 2009).
- The value of CSR as a strategic marketing tool remains uncertain because of the following reasons: (1) There is a very limited evidence related to consumers’ willingness to support the socially responsible business through positive purchase intention and behavior. (2) There is a very limited evidence related to the understanding of consumer’s corporate socially responsible behavior, (3) CSR have been investigated in the US, hence, the appropriateness of such actions as a way to market the organization to customers in other countries remains unexplored (Maignan, 2001).

- As stated earlier, most of the studies are based on developed nations; hence, there is a need to explore similar studies in developing nations because cultural differences influence the impact of CSR activities on consumers. As per the business system theory (Whitely, 1992), every country has their own business system. The findings of developed countries cannot be generalized in developing nations without validation. These identified gaps highlight that there is a need to focus on the developing countries.
- On the basis of methodology, our results show that existing studies are more experimental in nature and have been tested in artificial scenario, real scenario based studies are needed to get a more generalized findings.

3. OBJECTIVES AND METHODOLOGIES

The primary aims of this study are (1) to identify a set of measurement items and develop a scale for measuring CSR in the banking industry, (2) to examine the path relationship in the theoretically proposed model, (3) to understand variations in the consumer responses by assessing moderation effects of consumer awareness of CSR activities. The study applied a standard scale development method following the procedure developed by Churchill (1979) and expanded by others (Zaichkowsky, 1985; Arnold and Reynolds, 2003). For examining relationships between corporate ability, CSR, and consumer purchase intention, the study used Exploratory Factor Analysis (EFA) and Confirmatory Factor Analysis (CFA) for identifying valid and reliable scale items as well as for modeling constructs. The CFA was carried out through an advanced modeling technique called structural equations modeling (SEM) in AMOS software. SEM provides a basis for testing of a theoretically hypothesized model using a two-step procedure, where the first step tests whether the identified set of observed variables can define the underlying constructs (or latent variables) and the second step tests the relation among the hypothesized latent variables based on various model fitness parameters. For the scale development and modeling, data was collected through a questionnaire survey. Thus, SEM served as the primary method of data analysis used for scale development, modeling and examining moderation effects in the proposed model.

4. RESULTS AND ANALYSIS

A conceptual model has been developed based on the literature for examining the relationship between corporate ability, CSR and consumer purchase intention. To test the above stated hypothesis, structural equation model was designed including all the variables previously described. The two stage approach of model validation is followed for each construct prior to testing the hypothesized structural path relationship (Anderson and Gerbing, 1988). First, the confirmatory factor analysis (CFA) model was specified showing all the possible relationships among the latent variables before testing the structural model. Results show the overall goodness of fit of the measurement model. All the fit indices GFI, NFI, NNFI, CFI are above 0.70, meeting the minimum recommended value as prescribed by Hair et al., (2010). The root mean square error of estimation (RMSEA) value is smaller than 0.7 (Bentler and Bonett, 1980). Cronbach's alpha in each case ranges between 0.89 and 0.94, exceeding 0.7, as suggested by Nunnally and Bernstein (1994), indicating internal consistency and reliability.

The average variance extracted (AVE) for all constructs exceeds 0.50 (Fornell and Larcker, 1981) showing that all items capture sufficient variance in their underlying factors. Overall, the data fit well and assure the convergent validity of the model. Finally, discriminate validity is

examined by factor correlation and is confirmed as AVE is greater than the squared correlation between the underlying factors. Item to factor correlation is less than 0.7 (Fornell and Larcker, 1981), confirming the discriminate validity of the model. The results support an overall significant difference based on the awareness level. The unconstrained model ($\chi^2= 365.455$ (328), $p.0000$, RMSEA= 0.01, CFI= 0.993, GFI= 0.922, NFI=0.933) show better fit than the constrained model (452.4 (353) RMSEA= .04 CFI= 0.982, GFI= 0.907, NFI= 0.922) based on the χ^2 difference test (86.945 (25) $p .000$). The significant difference of χ^2 shows that consumer awareness of CSR activities has a stronger influence on consumer purchase intention and the hypothesis is accepted.

5. CONCLUSION AND MANAGERIAL IMPLICATIONS

In this study, we demonstrate the influence of CSR and corporate ability on consumer responses specifically on purchase intention that better reflect the consumer state of mind. The outcomes of the present research add to the existing body of literature on CSR. This study has an added value from both the managerial and academic perspective. From the managerial perspective, it suggests that managers should extend their understanding of the usually focused commercial activity on the social welfare activity. The results of the study provide a path for the both academicians and practitioners for the implementation of CSR practices. The main probable implications of the present research are:

This study makes distinct contributions: First, results show that corporate ability has the strongest influence on purchase intention. The reasons for this may be: 1) For the company, expertise in producing or delivering services is the most important activity. 2) For consumers, the availability of high quality and timely service is of utmost importance; this emphasizes that consumers buy for a personal reason rather than a societal one (Berens et al., 2005). Second, the moderating effect of level of consumer awareness of CSR initiatives on purchase intention is demonstrated. Findings reveal that CSR activities positively affect consumer purchase intention if consumers are aware of CSR initiatives.

Third, this study contributes to existing literature by examining consumer responses to CSR activities in a developing country such as India and fills the gap that existed due to research being limited only to developed markets. Results show that positive consumer response is a decisive indicator for companies to incorporate socially responsible practices in their operations. Therefore, apart from the achievement of business goals, the company has a chance to give back to the community and fulfill the desire of consumers – that of socially responsible consumption.

6. ORGANIZATION OF THE THESIS

The studies undertaken for this doctoral research are presented in eight chapters of this thesis, including the present one. Figure 1.3 provides a schematic view of the same. Chapter one deals with the introduction to the problem statement and the scope and motivations behind pursuing this research. Chapter two deals with the introduction to the concept of CSR and presents its overview, evolution, definition and the various theories. Chapter three presents the review of previous literature related to CSR in marketing which helps in identifying research gaps from a theoretical point of view. Further, this chapter presents the taxonomical review of previous literature and identifies the pattern of research as well as highlights and discusses the research gap. Chapter four presents the CSR practices in the banking industry nationally and

internationally. In addition to this, the chapter discusses the role played by CSR. Chapter five deals with the research design and methodology adopted for the present study. Chapter six deals with the development of a scale for measuring CSR activities in the banking sector. Chapter seven includes the model development by examining relationships among corporate ability, CSR, and consumer purchase intention, and in the later part of the chapter, it performs a moderation analysis for understanding the variations in the model. Chapter eight presents the summary of major findings, conclusions and discussions regarding the present research.

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LIST OF PUBLICATIONS FROM THE PRESENT RESEARCH

Research papers: Published/Accepted in International Journals

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2. **Fatma, M.** and Rahman, Z. (2014), “Consumer perspective on CSR: Literature review and future research agenda”, *Management Research Review*, Vol. 37 No. 11, pp. 195-216. {Emerald Publication}.
3. **Fatma, M.**, Rahman, Z. and Khan, I. (2014), “Multi item stakeholder based scale to measure CSR in the banking industry”, *International Strategic Management Review*, Vol. 2 No. 1, pp. 9-20. {Science direct Publication}. **(Most downloaded article)**.
4. **Fatma, M.**, Rahman, Z. and Khan, I. (2015) “Building company reputation and brand equity through CSR: The mediating role of trust”, *International Journal of Bank Marketing*, Vol. 33 No. 6. {Emerald Publication}.
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4. **Fatma, M.** and Rahman, Z “How does corporate association influences consumer brand loyalty?”, *Australasian Marketing Journal*, (Under review), {Science direct Publication}.



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CANDIDATE'S DECLARATION

I hereby certify that the work which is being presented in the thesis entitled **“MEASURING THE INFLUENCE OF CORPORATE SOCIAL RESPONSIBILITY ON CONSUMER RESPONSES”** in partial fulfillment of the requirements for the award of the Degree of Doctor of Philosophy and submitted in the Department of Management Studies of the Indian Institute of Technology Roorkee, Roorkee is an authentic record of my own work carried out during a period from July, 2012 to August, 2015 under the supervision of **Dr. Zillur Rahman**, Associate Professor at the Department of Management Studies, Indian Institute of Technology Roorkee, Roorkee.

The matter presented in the thesis has not been submitted by me for the award of any other degree of this or any other Institute.

(MOBIN FATMA)

This is to certify that the above statement made by the candidate is correct to the best of my knowledge.

Date: August, 2015

(ZILLUR RAHMAN)
Supervisor

In the last two decades, increasing rate of corporate scandals in the emerging economies foster the business to be socially and ethically responsible. Growing complexity of business, increasing concern for sustainable development, need for managing of natural resources and call for enhanced transparency have not only magnified the significance of corporate social responsibility (CSR) but also heightened the inclination towards integration of CSR principles in the corporate activities. It is challenging for companies and managers to make the right choice of strategic CSR orientation or activities for achieving their business goals. It is important to understand whether, when and how consumers perceive and react differently to the various CSR options available to companies. Despite a significant interest given to CSR activities, studies examining how customers relate to CSR activities are relatively a new line of research and more information is needed in this regard.

Many studies in the literature have found that CSR initiatives have a positive influence on consumer behavioral responses. Despite a surging popularity of the concept of CSR in the academia and a promising issue on the corporate agenda, the inconclusiveness of the results suggest that CSR is yet to find a traditional place in the criteria of purchase behavior especially in the context of services and this calls for further research in this area. Previous studies suggest that traditional criteria such as quality, price and services are still the most dominant criteria in the purchase behavior. Acknowledging the significant role of corporate ability in the services, this study incorporates these two distinct views and measures the influence of both CSR and corporate ability on consumer purchase intention. This study also investigates the moderating role of consumer level of awareness of banks CSR activities. This study also identifies the CSR activities carried out by Indian banks.

For such purpose, various brainstorming sessions and personal interviews were conducted with several academicians and managers. Through a well-accepted scale development procedure, a reliable and valid measuring instrument has been developed which was also utilized to measure the influence of CSR activities on consumer responses in the Indian banking sector. Further, a conceptual model has been proposed to examine the path relationship between CSR, corporate ability, and purchase intention. Further, hypothesis testing is performed using SEM in AMOS 22.0.

This research has attempted to give its major contribution in the body of literature. The main contributions of this research work are as follows:

- An extensive and inclusive literature review was undertaken, on the basis of which, various research gaps were identified. This aims to provide a concrete platform to accomplish further research work in this arena.
- Literature reveals various gaps that need to be addressed in future studies. This study contributes to existing literature by examining consumer responses to CSR activities in a developing country such as India and fills the gap that existed due to research being limited only to developed markets.
- The present research has applied a modeling technique and developed a reliable and valid measurement scale for the CSR activities. This study adds to the literature by providing another measure of CSR, specifically focused on stakeholder perception.
- Moreover, this study has tested the customer awareness of CSR activities in the real market place which has not been done in previous studies. In past studies, consumer awareness is either assumed or tested in the artificial setting.

Keywords: Corporate social responsibility, CSR, Corporate ability, Purchase intention, Consumer responses, Scale development, India, Banking industry

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List of Abbreviations

Abbreviations	Full Form
AHP	Analytical Hierarchy Process
AMOS	Analysis of Moment Structure
ANOVA	Analysis of Variance
AVE	Average Variance Extracted
CA	Corporate Ability
CSR	Corporate Social Responsibility
CSP	Corporate Social Performance
CFA	Confirmatory Factor Analysis
CFI	Comparative Fit Index
CR	Construct Reliability
CR	Composite Reliability
EFA	Exploratory Factor Analysis
GDP	Gross Domestic Product
GFI	Goodness of Fit Index
GRI	Global Reporting Initiative
IPT	Information Processing Theory
KMO	Kaiser-Meyer-Olkin
KLD	Kinder, Lydenberg and Domini
NCR	National Capital Region of Delhi
NGOs	Non-Governmental Organization

NFI	Normed Fit Index
PCE	Principal Component Extraction
PSQ	Perceived Service Quality
RBI	Reserve Bank of India
RMR	Root Mean Residual
RMSEA	Root Mean Square Error of Approximation
R&D	Research and Development
SEM	Structural Equation Modeling
SBI	State Bank of India
SERVQUAL	Service Quality
SPSS	Statistical program for Social Sciences
UK	United Kingdom
USA	United States of America
UNEP	United Nations Environment Programs
WBCSD	World Business Council for Sustainable Development

INTRODUCTION

This chapter is an introduction to the research which is documented in this thesis. It starts with the introduction of the present research followed by research background. Further, it presents the various research gaps identified from the previous literature. In the subsequent section, the problem statement, significance of the study, motivation for the present research, research objectives designed for this study and the research methodologies adopted for conducting this research are presented. The chapter ends with research overview and organization of the thesis is followed by brief concluding remarks.

1. INTRODUCTION

Corporate social responsibility (CSR) has turned into a famous notion among academicians and practitioners for quite a while (Osterhus, 1997; Brown and Dacin, 1997; Lee et al., 2012). Its prominence can be found in scholastic writing by the expanding number of articles and journals devoted to this area (Ramasamy and Yeung, 2008). Then again, its significance for professionals has just been as of late recognized (Carvalho et al., 2010; Bhattacharya et al., 2009). Presently it has turned into a door for doing business in the 21st century (Altman, 1998). Hollender and Fenichell (2004) claimed that “Corporate Social Responsibility [is] . . . the future of business. It’s what companies have to do to survive and prosper in a world where more and more of their behavior is under a microscope”. Consumers and other stakeholder groups are interested in the contribution organizations can and ought to make to the general public. Organizations are acting so as to turn out to be more drawn in as socially dependable residents (Sasse and Trahan, 2007) and more than 80 percent of the Fortune 500 organizations are communicating their CSR exercises (Esrock and Leichty, 1998; Kotler and Lee, 2004).

The same enthusiasm for CSR in marketing writing is replete with studies investigating consumer reactions to CSR (Sen and Bhattacharya, 2001; Brown and Dacin, 1997), perceived benefits coming about because of corporate activities (Maignan et al., 1999), and

the significance of CSR among marketing professionals (Singhapakdi et al., 1996). To date, a great part of the research on CSR in marketing literature is experimental in nature, which is carried out by raising questionnaires for studying the exaggeration or simplification of the outcomes of any CSR activity on consumers (Feldman and Vasquez–Parraga, 2013; Marquina and Morales, 2012). Marketing research on CSR calls for setting up an association with its key stakeholders (Srivastava et al., 1998). There is an unsolved paradox on the part of CSR and its consequences for consumer behavioral results. This study is an endeavor to determine this conundrum by uniting a far reaching system of customers' reactions to CSR. This study is an attempt to resolve this paradox by bringing together a comprehensive framework of consumers' responses to CSR. An especially essential stakeholder groups is that of customers. A McKinsey survey (2007) uncovers that the CEOs of organizations that have marked onto the UN Global Compact anticipate that customers will have the best effect in the way organizations manage societal desires in the following five years. It is not astonishing, then, that a thriving assortment of scholarly research has attempted to comprehend consumer responses to CSR. Imperatively, in any case, the vast majority of this examination has concentrated on North American and European buyers. Given that CSR today is certainly a worldwide phenomenon, there is a pressing need to understand customers in different parts of the world, who could not possibly think, feel, and behave like their North American and European partners.

As stated above, many of these studies have been done in the context of developed economies (He and Li, 2011; Pérez et al., 2013a). Arli et al., (2010) stated that the concept of CSR still needs to be applied in developing country including India. Visser (2007, p. 474) suggested for focusing on the rationales of using CSR in a developing nation which are distinct from that of developed nation in the following aspects: (1) “developing countries represent the most rapidly expanding economies and hence the most lucrative growth markets for business; (2) developing countries are where social and environmental crises are usually most acutely felt in the world; (3) developing countries are likely to have the most dramatic social and environmental impacts (both positive and negative); and (4) developing countries present a distinctive set of CSR agenda challenges which are collectively quite different to those faced in the developed world”.

The author chose Indian banking sector as a context for study because it has been under researched in comparison to other North American and European context (Arli et al., 2010). India is the second largest populated country in the world having a 1.252 billion inhabitant (UN Report, 2014). The contribution of the services sector to the gross domestic product (GDP) in 2013–2014 was 87 percent as against 81.54 percent in 2012–2013 (Economic Times, 2014). The banking industry in India has matured to a significant level and this justifies its consideration. According to Reserve bank of India (RBI), the banking sector comprises of public banks, private sector banks, and foreign banks. The banking sector is facing a tough competition in the marketplace. When firms face competition, they look for a marketing approach in order to garner their competitive position (Poolthong and Mandhachitara, 2009; Sangle, 2009). In this way, socially responsible activities may serve as a strategic marketing tool for gaining competitive advantage.

1.1 RESEARCH BACKGROUND

In the last two decades, CSR has emerged as an important construct in academic literature as well as in business practices. CSR is not a new idea or fad (Wu, 2002), companies are backing their CSR initiatives as their philanthropic activity and social responsibility (Brown and Dacin, 1997). The literature on the area of CSR is based on two perspectives (Berger et al., 2007). One perspective is related to the stream of research in the field of management. The focus here is on normative question of whether a company should engage in CSR activities or not, and does these activities have any influence on the financial performance.

Another perspective is related to the stream of research in the field of marketing where the focus is on consumers' perception about the CSR activities at individual level. For many decades, the research works on marketing and management areas have addressed and contributed to our understanding of CSR as a concept and its relative effect on the consumer's attitude, perception, and behavior. From the 1990's and especially in this decade, the research on consumer related CSR is increasing (Brown and Dacin, 1997; Sen and Bhattacharya, 2001; Mohr and Webb, 2005; Ramasamy and Yeung, 2009). The reason for this increasing interest in CSR is its significant influence on consumer responses to a situation where consumers are demanding more from companies rather than a quality

product at a lower price (Bhattacharya and Sen, 2004). Despite the fact, as a number of studies are analyzing the influence of CSR on consumer behavior (Marin and Ruiz, 2007; Sen and Bhattacharya, 2001; Tian et al., 2011), the results are contradictory (Marquina and Vasquez–Parraga, (2013). Many studies have confirmed the positive influence of social responsibility on consumer behavior (Creyer and Ross, 1997; Brown and Dacin, 1997), while in other cases this notion has been rejected (Cardigan and Attalla, 2001; Bouldstridge and Carrigan, 2000), as CSR is far from the traditional criteria of purchasing products or services based on price and quality (Bouldstridge and Carrigan, 2000). Moreover, customer buys for the personal reason rather than for societal reason (Beckmann et al., 2001).

Our study is in line with the research of Brown and Dacin, (1997), whose primary area of concern is related to, “how socially oriented activities might bring about positive outcomes for the firm” (p. 80). Following Brown and Dacin (1997), we used the term corporate association that refers to all the information a person holds about a company and its products. For instance, the information that a consumer holds about a company generates a huge knowledge network. In other words, consumer having positive association with a company is likely to generate a favorable outcome with the focal company. The concept of purchase intention is the central concept in the consumer behavior studies, however, no studies have been conducted for analyzing the relationship between consumer behavior and corporate association. Taking this into account, this study explores the in depth role of corporate association in relation to purchase intention. However, the available literature on this area shows a lack of homogeneous conceptualization of CSR from the consumer perspective (Green and Peloza, 2011).

CSR in a developing nations refers to “the formal and informal ways in which business makes a contribution to improving the governance, social, ethical, labor and environmental conditions of the developing countries in which they operate, while remaining sensitive to prevailing religious, historical and cultural contexts” (Visser, 2005a). In the most recent couple of years, CSR has risen as a movement in numerous developing nations like China, Brazil, India, and South Africa (Chappel and Moon, 2005). These nations face social difficulties like neediness, social debasement, craving and illness, and social imbalances (UN, 2006, p. 3). Thus, CSR has turned out to be more like a component of the national business framework instead of a willful movement in the developing countries (Matten and

Moon, 2004). Numerous organizations in the developing nations are globalizing and getting to the worldwide business while embracing practices, for example, CSR code and supportability reporting (Visser, 2005a; Lee et al., 2009a; Lee et al., 2009b). Belal (2001) pointed out that the majority of the exploration on CSR has been done in the connection of western nations (e.g., USA, UK, Australia) and next to no is thought about CSR in the developing nations, in this manner, highlighting the requirement for more research on CSR in developing nations (Jamali and Mirshak, 2007).

1.2 GAPS IDENTIFIED IN THE LITERATURE

A review of previous literature reveals that there are several theoretical and practical knowledge gaps in this area (Appendix III). The following research gaps are noteworthy and calls for future research endeavors.

1. CSR is seen as a critical driver for the change and movement of developing countries in light of the fact that it helps in destruction of poverty, encouraging education, advancing balance, and reasonable improvement (UN, 2006). However, whether CSR programs have any positive impacts in the developing countries are still debatable and questionable (Dobbers and Halme, 2009), as the positive results are still unexplored (Halme et al., 2000).
2. The value of CSR as a strategic marketing tool remains uncertain because of the following reasons: (i) there is very limited evidence related to consumers' willingness to support the socially responsible business through positive purchase intention and behavior. (ii) there is a very limited evidence related to the understanding of consumer's corporate socially responsible behavior, (iii) CSR have been investigated in the US, hence, the appropriateness of such actions as a way to market the organization to customers in other countries remains unexplored (Maignan, 2001).
3. As stated earlier, most of the studies are based on developed nations; hence, there is a need to explore similar studies in developing nations because cultural differences influence the impact of CSR activities on consumers (Arli and Lasmano, 2010). As

per the business system theory (Whitely, 1992), every country has their own business system. The findings of developed countries cannot be generalized in developing nations without validation. These identified gaps highlight that there is a need to focus on the developing countries.

4. On the basis of methodology, our results show that existing studies are more experimental in nature and have been tested in artificial scenario, real scenario based studies are needed to get a more generalized findings (Fatma and Rahman, 2015a).
5. When marketing scholar explore CSR, they tend to concentrate on limited aspects of this construct (e.g. Brown and Dacin 1997; Sen and Bhattacharya 2001; Handelman and Arnold 1999). This fragmented perspective results in the lack of comprehensive conceptual framework from the marketing discipline.
6. Consumer's awareness plays a major role in the effectiveness of CSR activities. However, the effect of consumer awareness has been tested in an artificial setting (Maignan, 2000; Mohr et al., 2001), which leaves a gap for determining the true level of consumer awareness and its relative influence on consumer purchase decisions (Pomeroy and Dolnicar, 2008). Consumer awareness is found to be low in previous studies and the low level of awareness does not lead to any practical relevance. Mohr et al., (2001) stated that there is lack of studies that examines consumer awareness of CSR activities because "CSR is broad and complex concept that is challenging to measure" (p. 48).

1.3 SIGNIFICANCE OF THE STUDY

The study has both practical and theoretical significance. The theoretical significance is to provide a framework for understanding the role of CSR on consumers' response. This study builds a theoretical model that assesses the effect of CSR along with corporate ability from a marketing point of view specifically on purchase intention. In addition, this study attempts to understand the consumer perception of CSR activities from the stakeholder perspective. The direct and indirect relationship between CSR and consumer purchase

intention is tested in the model. Further, this study examines the moderating effect of consumer awareness about CSR activities and its influence on purchase intention.

The practical significance of the study is that managers can learn the role of CSR in marketing, and the proposed model of this study will help in assessing the effectiveness of CSR initiatives in relations to its purchase intentions. Understanding the influence of CSR on consumer segment will allow the company to provide the right type of marketing information by using the most appropriate medium for disseminating the information, and this will raise the consumers overall brand perception, thereby, having a significant effect on the consumers' purchase intention and behavior.

1.4 RESEARCH SCOPE AND MOTIVATION FOR THE PRESENT RESEARCH

In the present scenario, with the availability of many options in the marketplace, consumers have a choice to decide where he would like to invest their money. The question that arises in consumer's mind while purchasing a product may be that it is reasonable to purchase from a company that is making a contribution in the well-being of society as compared to those that are simply making profit. With this question in mind, consumers show more interest towards the socially responsible activities of the companies. Many studies claim that consumers place a high value on a company's corporate social responsibility or environmental performance for carrying out their purchasing decisions. The strategic focus of CSR has forced many firms to proactively engage in CSR activities which have been shown to result in positive consumer responses (Becker–Olsen et al., 2006; Ricbs, 2005).

Companies have an opportunity to influence consumer perception and subsequently their responses also by more effectively communicating their efforts towards social responsibility. A survey held in US reported that 70 percent of consumers are willing to pay premium for products and services from a socially responsible company (Mohr and Webb, 2005). A 1995 study by Cone Communications reported that “31 percent of respondents viewed a company's sense of social responsibility as a key factor in their purchasing decisions” (Kurchiner, 1996). Nearly 90 percent of the consumers surveyed by the Walker Group stated that “when quality, service and price are equal . . . they're more likely to buy from the company that has the best reputation for social responsibility.” (Vogel, 2005) Even more important, significant numbers of consumers claimed that they are willing to

pay a premium to do business with more virtuous companies. This study would bring light on Indians perspective about their willing to take the socially responsible actions of corporate seriously or not. It is vital to determine whether consumers are willing to take ownership of the consequences of their behavior.

In India, after the introduction of Company Act, 2013 that encompasses CSR activities to be a mandatory part of a company's investment; it will be required of the company to take the CSR in a more scientific way. Mandatory or not, one fact is that we are living in a critical time where global supply of resources and eco system services are declining dramatically (Subulan et al., 2015), whereas demands for these resources are escalating. Companies must determine their own standard to act in a socially responsible way by adhering to not only the 'financial bottom line' but must also consider a 'triple bottom line' with concern for people, planet, and profit (Elkington, 1994).

1.4.1 Why banking

In the economic development, the banking system plays an important role (Beck et al., 1999; Shen and Lee, 2005), because its safety and security creates many benefits to its stakeholders. In general, banks are the financial institution and serve as economic intermediaries between the borrowers and lenders. Furthermore, banks are using considerable resources from the society, and so they are required to give back to the community more often than other industries. For example, banks asset come from depositors not from shareholders. According to the King (1989) "bank care deeply about their workforce, about their customers and above all are proud of their products". Thus, they are employing public resources paid by the society; and, therefore, they have to be more forthcoming and employ new initiatives to return it to the society. Further, their performance is highly monitored by the media and in many cases their CSR activities are also exceedingly scrutinized.

In addition, up to this time, this sector has turned into one of the main investor in CSR activities globally (Marin et al., 2009; Truscott et al., 2009), and the reputation of financial establishments depend vitally on their socially responsible projects (Poolthong and Mandhachitara, 2009). Banking is a high involvement services for the consumer, because the services provided in this sector are infrequently purchased by the consumer and so the

area is prone to risk (Pomeroy and Dolnicar, 2009). For this situation, the purchase does not occur on regular schedule; rather it is the customer choice to set up an association with a bank. As a consequence, banking customers engage in the complex decision making process (Kotler et al., 2006). Before making any investment in high involvement services, it is important for consumer to process information prior to making a purchase decision, and in that case, CSR should have a significant influence in the formation of an image in the customer's mind. Both the commercial ability and marketing association along with its CSR activities make the financial business an interesting case to study.

In India, there are a wide range of various sorts of banks (public versus private) and thus ferocious rivalry exists among them. For this reason, to compete in such a scenario, these banks have to differentiate themselves from others in the eyes of their customers. CSR activities have been considered as strategic asset towards strengthening the reputation and building relationship with their stakeholders, particularly the customers (McDonald and Rundle Thiele, 2008). Many banks are employing sustainable practices in their operation as well as trying to fulfill their social needs. They are aware of the usage of public resources and that's why they are appending the CSR sections in their annual report (Fatma and Rahman, 2014).

1.5 STATEMENT OF THE PROBLEM

Previous empirical studies in the area of CSR find it difficult to measure it because of the inconsistency in the definition as it does not clearly states about the components of CSR. Regardless of the truth, various studies exist which concentrate on the topic related with the effect of CSR and consumer behavior (Bhattacharya and Sen, 2004; Becker-Olsen et al., 2006). Then again, no study has been found in the literature that spotlights on the fundamental mechanism of customer view of CSR. The effect of CSR exercises relies upon a few variables, for example, such as consumer perceived motives towards the company and consumer personal awareness of CSR activities (Curras-Perez; 2001; Maignan, 1999; Creyer and Ross, 1996). The actual findings of these studies are critically challenged because most of the studies are based on experiments that were conducted under artificial condition by creating the superficial level of knowledge among the respondents (Öberseder, 2011).

Therefore, the purpose of this study is to fill this gap and examine the role of CSR in real market settings. Further, many researches in developed countries studied the relationship between CSR actions and consumer attitude towards the company and purchase intention or behavior (Sen and Bhattacharya, 200; Bhattacharya and Sen, 2004; Marin and Ruiz, 2007), however, an absence of empirical research on this relationship in developing nations is obvious. In spite of the increment of CSR consumptions in today's overall surroundings, no researches have been directed in India. Therefore, this study is an attempt to demonstrate existence of any relationship between banks CSR activity and consumers purchase intention in India.

1.6 PURPOSE OF THE STUDY

The aim of the present study is twofold; first is to propose and test a theoretical model that explores the role of corporate ability and CSR on consumers' purchase intention, and second is to provide a comprehensive understanding of CSR initiatives and their implications for marketing strategy.

Three main objectives of this study are as follows:

- 1) To develop the scale for measuring the CSR activities of Indian banks.
- 2) To examine the path relationship in the proposed theoretical model, specifically to understand the effect of corporate ability and CSR on consumers' purchase intention in Indian banking industry
- 3) To explore the moderating role of awareness of CSR activities on consumers' purchase intention.

1.7 METHODOLOGY ADOPTED FOR THE PRESENT RESEARCH

The primary aims of this study are (i) to identify a set of measurement items and develop a scale for measuring CSR in the banking industry, (ii) to examine the path relationship in the theoretically proposed model, (iii) to understand variations in the consumer responses by assessing moderation effects of consumer awareness of CSR activities. The study applied a standard scale development method following the procedure suggested by Churchill (1979) and followed by others (Arnold and Reynolds, 2003; Zaichkowsky, 1985). For examining relationships between corporate ability, CSR, and consumer purchase intention, the study

used Exploratory Factor Analysis (EFA) and Confirmatory Factor Analysis (CFA) for identifying valid and reliable scale items as well as for modeling constructs. The CFA was carried out through an advanced modeling technique called structural equations modeling (SEM) in AMOS 22.0 software. SEM provides a basis for testing of a theoretically hypothesized model using a two-step procedure, where the first step tests whether the identified set of observed variables can define the underlying constructs (or latent variables) and the second step tests the relation among the hypothesized latent variables based on various model fitness parameters. For the scale development and modeling, data was collected through a questionnaire survey. Thus, SEM served as the primary method of data analysis used for scale development, modeling and examining moderation effects in the proposed model.

1.8 OVERVIEW OF THE PRESENT RESEARCH

The present research started with the theoretical and taxonomical review of literature that led to an in-depth understanding of the existing studies and identification of knowledge gaps that serve as a potential problem for carrying out this research. The literature review is followed by the discussion with academic and industry experts. A two-way approach of problem identification was applied. First, the literature review helped in deducing the research gaps from a theoretical point-of-view. Second, the discussion with industry experts helped in understanding the prevailing CSR practices in the banking sector. The application of both logics helped in the problem formulation, development of conceptual framework, identification of variables and relationship among variables. On the basis of the literature, the overall research framework for the present study was designed as illustrated in Figure 1.1 given in this chapter.

The framework highlighted the relationship between the corporate ability, CSR, and consumer purchase intention. To measure the CSR activities of Indian banks, a quantitative model was developed. To fulfill the purpose, a scale development procedure was adopted to measure CSR activities. At every stage of the scale development procedure, a detailed research methodology; research design; scaling techniques; data collection methods; sampling design and questionnaire design were employed. The collected data was administered through the three phases of scale development process that are item

generation and selection phase, scale refinement phase, and scale validation phase. Various statistical tests like I=item analysis, EFA and CFA were carried out to develop this measuring instrument. Further, internal consistency, reliability, convergent validity, and discriminant validity of the developed instrument were assessed. Finally, a reliable and valid instrument for measuring the CSR activities of the Indian banks was developed.

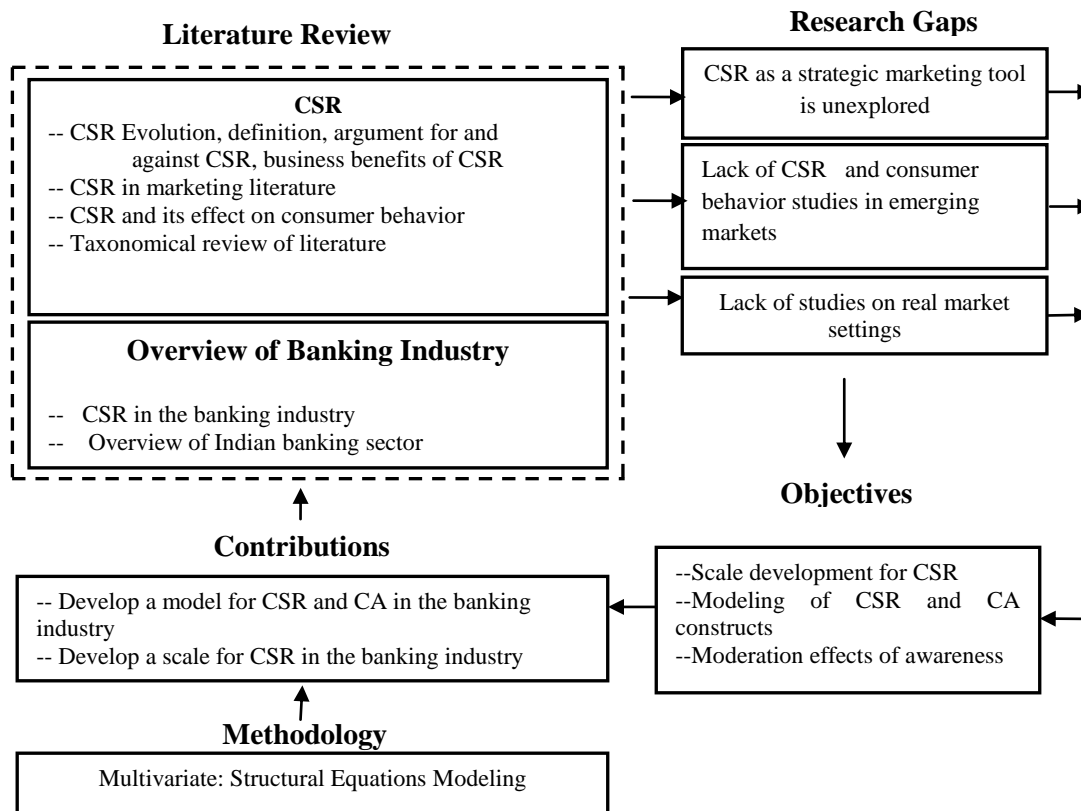


Figure 1.1 Research framework

Furthermore, this validated model was used to assess the influence of corporate ability, CSR, and the influence of CSR on the outcome variable, that is, purchase intention. The SEM was applied to assess the path relationship among the variables in the theoretical framework. For testing the moderation effect multi- group analysis is done.

1.9 CHAPTER ORGANIZATION OF THE THESIS

The studies undertaken for this doctoral research are presented in eight chapters of this thesis, including the present one. Figure 1.2 provides a schematic view of the same. Chapter

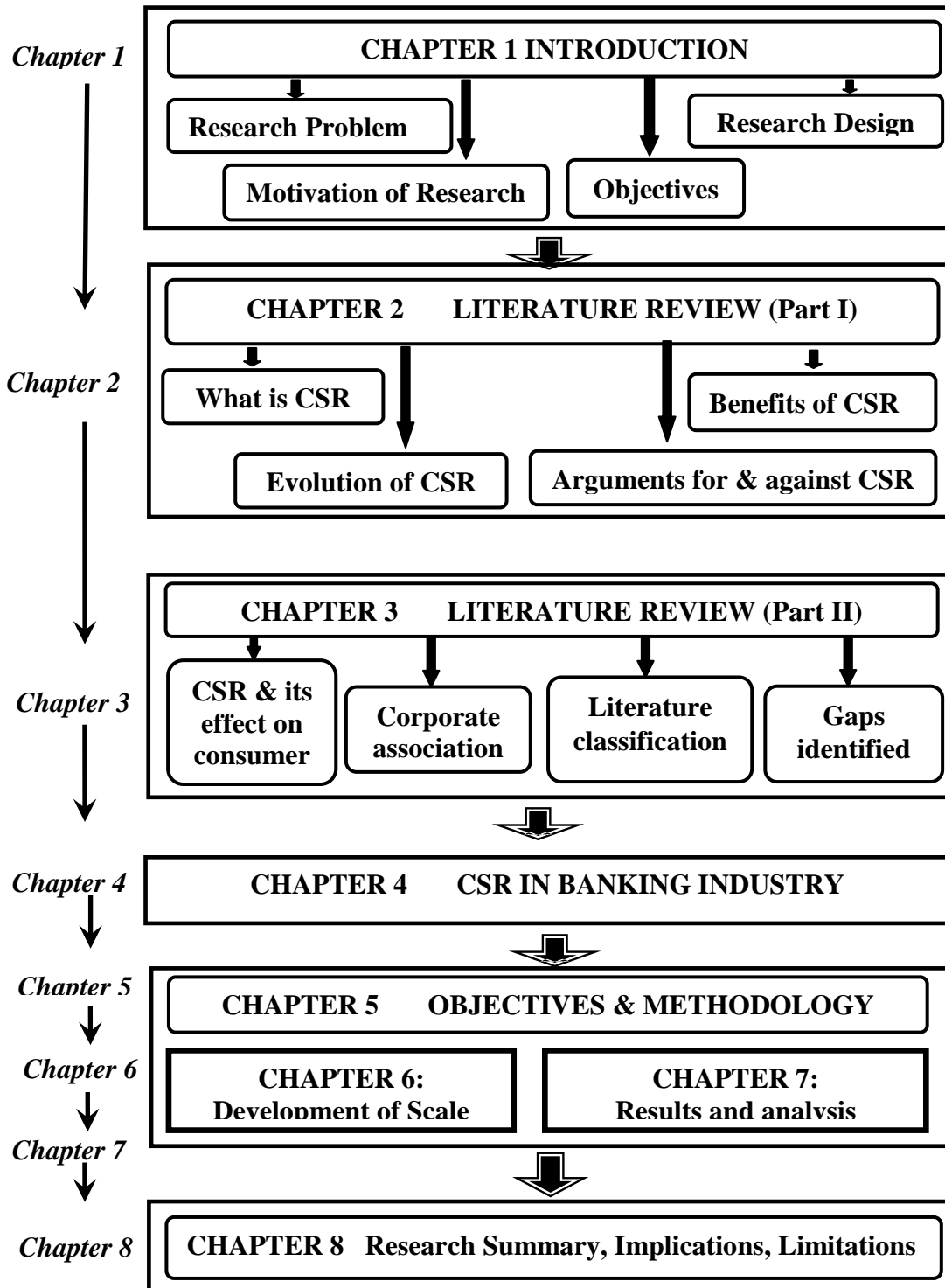


Figure 1.2 Chapter organization of the thesis

one deals with the introduction to the problem statement and the scope and motivations behind pursuing this research. Chapter two deals with the introduction to the concept of CSR and presents its overview, evolution, definition and the various theories. Chapter three presents the review of previous literature related to CSR in marketing which helps in identifying research gaps from a theoretical point of view. Further, this chapter presents the taxonomical review of previous literature and identifies the pattern of research as well as highlights and discusses the research gap. Chapter four presents the CSR practices in the banking industry nationally and internationally.

In addition to this, the chapter discusses the role played by CSR. Chapter five deals with the research design and methodology adopted for the present study. Chapter six deals with the development of a scale for measuring CSR activities in the banking sector. Chapter seven includes the model development by examining relationships among corporate ability, CSR, and consumer purchase intention, and in the later part of the chapter, it performs a moderation analysis for understanding the variations in the model. Chapter eight presents the summary of major findings, conclusions and discussions regarding the present research.

1.10 CONCLUSION

The present chapter provides a complete overview of the doctoral research work undertaken in this study. It started with brief introduction of the previous research and highlighted the emergence of the problem statement in question by discussing the research gaps that were identified from the review of literature (see Chapter 2 and 3). The identified research issues and the various gaps from the literature were summarized in the form of motivation of research. The chapter explained how the current problem statement is prevailing in theory and practice. Further, it briefly touched upon the conceptual framework to be tested, and provided the overall research design, context and setup for achieving the objectives of the present study. In the end, it presented the overall research framework and provided a brief idea of the research work accomplished in the subsequent chapters of this thesis.

LITERATURE REVIEW

(PART 1)

This chapter deals with the review of literature and is divided into two parts. The Part one presents the previous studies on CSR including its evolution, definitions and conceptualization. The second part of literature review chapter includes (1) presents the overview of CSR in marketing literature (2) introduce the concept of corporate association including corporate ability and CSR (3) discuss the previous studies concerning the consumer perspective of CSR (4) presents the taxonomical classification of literature at the end.

2. WHAT IS CORPORATE SOCIAL RESPONSIBILITY (CSR)?

The concept of CSR is broad (Mohr et al., 2001), blurred (Lantos, 2001), fuzzy (Geoffery, 2001), elusive (Smith and Langford, 2009), malleable (Devinney, 2009) and ill-defined (Green and Peloza, 2011). Despite more than 40 definitions of CSR in the literature (Dahlsrud, 2008), there is no universally accepted definition of CSR (Clarkson, 1995; McWilliams et al., 2006). Researchers in the field of CSR have claimed that, “the phrase ‘corporate social responsibility’ has been used in so many different context that it has lost all meaning (Sethi, 1975, p. 580). CSR has been defined in literature from different perspectives - from the Friedman classical view of maximizing return to shareholders to the modern view of CSR as, “the company’s status and activities with respect to its perceived societal or, at least, stakeholder obligation” (Brown and Dacin, 1997, p. 68). The term ‘CSR’ implies that companies have a responsibility towards the society in which they operate; however the term does not mean the same thing for everyone (Votow, 1972). To some, it refers to legal responsibilities while representing ethical and philanthropic responsibility to others. The term responsibility used here is not directly related to an obligation or duty but seems to be voluntarily in action. Despite the proliferation of different definitions and the complexity surrounding the concept of CSR, many

conceptualizations exist in CSR literature including those that suggest this as a social or stakeholder obligation (Maignan and Ferrell, 2000).

There are many different concepts that have been developed under the umbrella of CSR research including corporate social performance (Lewin et al., 1995; Strand, 1983; Wood, 1991; Carroll, 1979), corporate social responsiveness (Sethi, 1975; Ackerman and Bauer 1976) corporate citizenship (Maignan and Ferrell, 2000; Waddock 2004), corporate accountability (Zadek et al., 1997), sustainability (Elkington, 1994). All these concepts have different shades of CSR that have been developed in the last few years. Each of these diverse efforts shares a common aim in the attempt to broaden the obligations of firms to include more than financial considerations. The concept of CSR is liable to numerous conceptualizations getting from the management discipline. The idea was initially formalized by Bowen (1953) who defined CSR as the obligation “*to pursue those policies, to make those decisions, or to follow those lines of action which are desirable in terms of the objectives and values of our society*” (p. 6). This perspective has been advocated in later conceptualizations (Carroll, 1979) in marketing studies (Brown and Dacin, 1997; Sen and Bhattacharya, 2001). From this, two theoretical perspectives of CSR have developed in management writings.

- Corporate social performance model as a social obligation
- Stakeholder framework as stakeholder obligation

2.1 Corporate social performance model as a social obligation

The concept of CSR as a social commitment was initially supported by Carroll (1979). Carroll's (1979; 1999) corporate social performance model, taking into account regulating contentions, exhibits an organization's social commitment that envelops economic, legal, ethical and philanthropic obligations. Carroll (1979, 1991) offered a framework wherein he defined CSR as “the social responsibility of business encompasses the economic, legal, ethical and discretionary (philanthropic) expectation that society has of an organizations”, thus contributing significantly to CSR literature. Carroll (1991) resumed his framework to establish a new conceptualization in the form of pyramid (Figure 2.1). This framework is today's known as ‘Carroll’s Pyramid’, and has been widely used to understand the meaning

of CSR. He further stated that these responsibilities are left to the choice of managers. Some of the activities are guided by the company's desire to assume a social role not mandated by law or expected from the business. Mohr et al. (2001, p. 47) further elaborated these responsibilities and defined CSR as "a company's commitment to minimizing or eliminating any harmful effects and maximizing its long run beneficial impact on society". The as a matter of first importance obligation of a business is financial in nature and infers the commitment of being beneficial and profitable. Lawful obligations suggest that a business is relied upon to meet their monetary obligations inside of the legitimate structure. Moral obligations are not well characterized with respect to the desires of organizations far beyond the monetary and lawful prerequisites. Philanthropic obligation mirrors the organizations desires to take an interest in the welfare of society. Carroll (1991) model also suffered from some limitations (Nehme and Wee, 2008) the ranking of the responsibilities is clear in the framework but what happens if two or more responsibilities come into conflict?. The critical point between the different responsibilities is those that emerge between the economic and legal, or legal and ethical, or ethical and discretionary responsibilities.



Figure 2.1 CSR Pyramid

Source: *Carroll (1991)*

2.2 Stakeholder framework as stakeholder obligation

Many scholars have turned to stakeholder theory to specify better and operationalize the concepts of CSR. Donna Wood's work on CSR provides a crucial linkage with stakeholder theory. Wood (1991) for the first time clearly formulated the idea that CSR is challenging the purpose of the corporation, shifting from the shareholder view – the vision according to which the purpose of the corporation (and “its only social responsibility,” as Friedman famously stated) is to maximize profits – to a “social” view, where the corporation's purpose needs to include some larger social interests. But she did more than this. In fact, this was only a first step in the direction of stakeholder theory. Wood's (1991) article has the merit of explicitly recognizing this link between the stakeholder approach and corporate social responsibility; as she pointed out, “Freeman's definition of stakeholders ...brought the abstract idea called society closer to home” (Wood 1991: 697). She further articulated this view by emphasizing that the stakeholder approach enables managers to understand how, in practice, “society grants and takes away corporate legitimacy.” In other words, it is by looking at its relationships with specific stakeholders that the corporation can secure its “license to operate,” by generating performance levels that satisfy its shareholders, selling products that meet the expectations of customers, providing career opportunities and salaries which are able to attract and retain its employees, and so forth. Over the past thirty years, the stakeholder idea has entered and shaped the CSR literature – by contributing to the emergence and wider diffusion of a more integrated CSR approach. As noted earlier, a clear turning point in favor of integrated CSR was provided by Donna Wood (1991), who made explicit the link between the “social” of CSR and the stakeholder approach. Since then, research on CSR has moved into a new stage, recognizing the centrality of the stakeholder idea for the concept of CSR itself.

The stakeholder concept is primary to CSR (Jamali and Mirshak, 2007). The term ‘stakeholder’ is broad in scope and is defined as “those groups and individuals who can affect, or are affected by, the achievement of an organization mission” (Freeman, 1984, p. 54). The stakeholder theory is picking up consideration in CSR writing since it indicates the degree to which organizations are responsible to their partners (Sen et al., 2006; Donaldson and Preston, 1995; Jones, 1995). This theory helps in understanding both the business and society relationship and business management strategy that stress the significance of the

CSR. The stakeholder theory sets that organizations ought to be concerned about the individual or people who are straightforwardly or by implication influenced by the companies activities (Donaldson and Preston, 1995) as opposed to society in general (Clarkson, 1995). It likewise states what the enterprise remains for, shows the key partners, who the organization is in charge of, and which one obliges and merits management consideration (Mitchell et al., 1997).

Many stakeholders' theorists argued that every company has ethical responsibility to improve the wellbeing of their stakeholders (Donaldson and Preston, 1995; Freeman, 1984). In this regard, CSR includes an array of actions such as behaving ethically, environmental protection and fair treatment of employees. This definition considers the direct and indirect effects of CSR activities on every stakeholder, and suggests that such activities must be managed according to stakeholder theory (Mohr and Webb, 2005). Campbell (2007), appreciates the centrality of the stakeholder position and suggests "that companies must not knowingly do anything that could harm their stakeholders and if a corporation do cause harm to their stakeholders, they must then rectify it whenever the harm is discovered and brought to their attention" (p. 951).

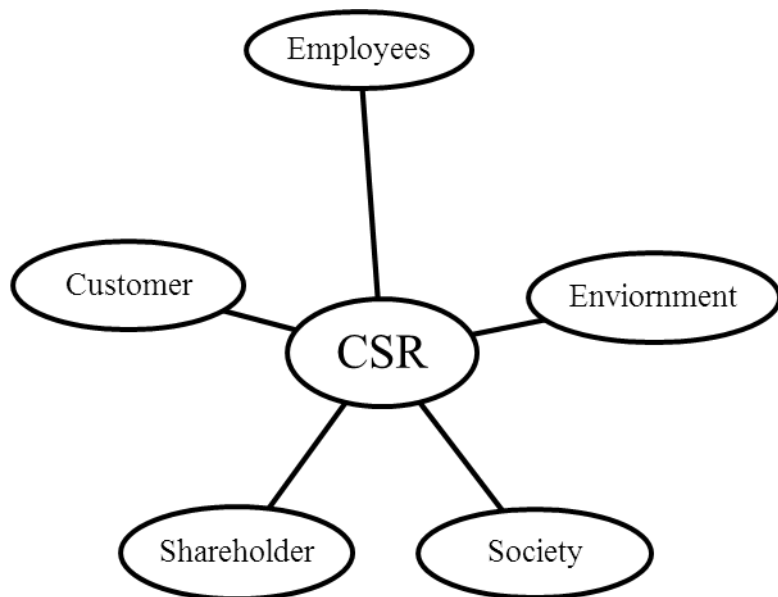


Figure 2.2 Nexus of stakeholders

2.2.1 Rationales behind using the stakeholder theory

The reason behind the stakeholder theory is to focus, “whether and why corporations attend to the interests of stakeholders along with their own immediate corporate interest” (Campbell, 2007, p. 949) (Campbell, 2007, p. 949) and building a long term, commonly gainfully associations with the stakeholders (Bhattacharya et al., 2009; Goyal et al., 2013; Callaghan et al., 2009). Stakeholders are the nexus of primary and secondary stakeholders (Freeman, 1984). Primary stakeholders are straightforwardly identified with the association's exercises and without whom the company stops to exist (e.g., customers, employees, shareholders) (Figure 2.2), and secondary stakeholders are not identified with firms' exchanges, but rather specifically or by implication influenced by its exercises (e.g., non-administrative associations, an important group) (Clarkson, 1995). Stakeholders, “acting either formally or informally, individually or collectively, are a key element in the firm’s external environment that can positively or negatively affect the organization” (Murray and Vogel, 1997, p. 142). Overall, ‘stakeholder theory’ describes a business as an open and flexible system made up of diverse actors and active in a network of relationships with various other actors (Maignan and Ferrell, 2004). As per the stakeholder view, the key challenge for managers and theorists is to know how to improve the company-stakeholder relationship by delivering mutual benefits (Bhattacharya et al., 2009). These benefits may have a conflict of interest among stakeholders; a benefit may hold value for one stakeholder while another stakeholder might not consider it to be as valuable (Bhattacharya et al., 2009). Previous empirical examination of CSR practices has diverse body of academic literature which is having different theoretical perspective including the stakeholder theory (Reverte, 2009).

Stakeholder orientation has been considered in the marketing discipline as the concern for social responsibility and marketing ethics (Maignan and Ferrell, 2004). One of the most important stakeholder groups sensitive to a company’s CSR activities is its customers (Bhattacharya and Sen, 2003). A survey done by Cone Corporate Citizenship study (2004) suggested that 80 % of Americans were willing to support companies associated with a socially responsible cause. There are a large number of studies in extant literature suggesting that consumers reward companies for engaging in CSR initiatives (Bhattacharya and Sen, 2004; Feldman and Vasquez-Parraga, 2013). In order to better understand the

outcomes of CSR activities, an understanding of stakeholder benefits is required (Bhattacharya et al., 2009). There is limited literature on the psychological mechanism that drives stakeholders' reaction to CSR activities carried out by companies (Bhattacharya et al., 2009). According to the means-end chain approach theory, consumers make purchase decisions on the basis of functional benefits related to the features of the product/service, psychological benefits related to the emotional well-being of the person and their own personal values (Bhattacharya et al., 2009). Although CSR activities may not provide any direct functional benefits, they may contribute to psychological benefits and the well-being of society.

Several reasons have been identified for the application of stakeholder theory for the measurement of CSR activities in this study. First, by analyzing the previous CSR definitions, Dahlsrud (2008) stated that, 'the definitions do not provide any descriptions of the optimal performance or how (these) impacts should be balanced against each other in decision making. What is (then) the optimal performance above regulatory requirements or when no regulations exist? The definitions answer this by pointing towards the stakeholders. Balancing between the often conflicting concerns of the stakeholders is a challenging task, and the definitions use rather vague phrases to describe how these concerns should be taken into account. Thus the only conclusion to be made from the definitions is that the optimal performance is dependent on the stakeholders of the business'.

If we look at the development of CSR literature from the perspective of stakeholder theory two distinct lines of thought emerge in the academic literature and still co-exist in the managerial practices. These are depicted in Table 2.1. The residual view of CSR is the initial view on CSR that was developed by the early scholars back in the 1960s and 1970s, and is still predominant in today's academic and business conversations around CSR. This view conceptualizes CSR as a residual (i.e. nonstrategic) activity, summarized by the "giving back to society" proposition, that is, the idea that there is a moral obligation and/or a number of good practical reasons for corporations to give back to society some of the value they have created. At the other end is the integrated view of CSR. It conceptualizes CSR as the integration of social, ethical, and environmental concerns into the management criteria for corporate strategy. This view is clearly embraced by scholars in management

and business ethics who see that the core idea of stakeholder theory is “to integrate ethics and social issues directly into strategy”. This approach simply sees CSR as part of core management concepts and processes; it posits their evolution into a more robust decision-making framework, more adequate to take into account and deal with both the complexity of human nature and the challenges of the external environment. In the next section, the evolution of the concept of CSR has been detailed out.

Table 2.1 Residual and integrated approach to CSR

	Residual CSR	Integrated CSR
CSR definition	Giving back to society	Integration of economic with ethical, social, and environmental decision making criteria
Stakeholder focus	Shareholders first, then communities, or others	All stakeholders have moral standing
Economic focus	Profit redistribution	Value creation
Purpose of CSR	Sustain legitimacy of business	Contribute to overall success of the corporation
CSR business model	Being responsive to societal claims	Building partnerships with stakeholder groups
CSR processes	Communication; public relations	Stakeholder engagement
CSR activities	Corporate philanthropy; sponsorships	Integration of “nonfinancial reporting” into traditional corporate reporting

Source Freeman et al., 2010

2.1 EVOLUTION OF CSR

In the last fifty years, companies have struggled with the issue of company’s responsibility towards the society (Carroll, 1979).The relationship between business and society has changed over a period of time, the concept and definitions of CSR has evolved as well (Goutam and Singh, 2010). In this section, we have discussed the evolution of CSR on the

basis of decade-by-decade categories as shown in Table 2.1. The goal is to understand how it has evolved as a definitional construct and what it means in the past and in the present.

The 1950's: In the early writings of CSR it was considered as social responsibility rather than CSR. This concept is first noticed by Bowen (1953) in his landmark book 'Social Responsibilities of businessman' he queried, "What responsibilities to society may businessman reasonably be expected to assume". His book was specifically concerned with the doctrine of social responsibility and argued that social responsibility is not panacea but an important truth that must guide business in the future (Carroll, 1999). Bowen (1953) set forth an initial definition of social responsibilities is "It refers to the obligation of businessmen to pursue those policies, to make those decisions, or to follow those line of action which are desirable in terms of the objectives and values of our society".

The 1960s: This period has marked a significant contribution in more formalizing the CSR concept. One of the early contributors of this time period was Kaith Davis who defines social responsibility by arguing that it refers to, "businessmen's decisions and actions taken for reasons at least partially beyond the firm's direct economic or technical interest" (Davis, 1960). Another major contribution in this era was made by McGuire's (1963) in defining social responsibility in his book '*Business and Society*', he stated, "The idea of social responsibilities supposes that the corporation has not only economic and legal obligations but also certain responsibilities to society which extend beyond these obligations". Davis (1967) has revisited the concept of CSR and asserted, "The substance of social responsibility arises from concern for the ethical consequences of one's act as they might affect the interest of others" (Davis, 1967).

The 1970s: A significant writer on CSR in the 1970s was George Steiner although he did not given the definition of the concept but extended the meaning and circumstances under which CSR might be interpreted and applied (Carroll, 1999). In 1976, Gordon Fitch defined corporate social responsibility, "as the serious attempt to solve social problems caused wholly or in part by the corporation" (Fitch, 1976). One of the important contributions in this era was made by Carroll in 1979; he proposed a four part definition of CSR that was embedded in his conceptual model of corporate social performance. He stated, "The social

responsibility of business encompasses the economic, legal, ethical, and discretionary expectations that society has of organizations at a given point in time” (Carroll, 1979).

The 1980s: In this era, authors have given alternative concepts and themes on CSR such as corporate social responsiveness, corporate social performance (CSP) and stakeholder theory. Thomas Jones (1980) has defined CSR as, “the notion that corporations have an obligation to constitute groups in society other than stockholders and beyond that prescribed by law and union contracts”. In 1983, Carroll has redefined his four part definition of CSR as, “composed of four parts: economic, legal, ethical and voluntarily and philanthropic”. Aupperle et al. (1985), has operationalized the four part definition of Carroll and confirmed the sequence of four components on the basis of priorities: economic, legal, ethical, and discretionary. In 1985, Steven Wartick and Philip Cochran presented their “evolution of the corporate social performance model” which extended the three-dimensional integration of responsibility, responsiveness and social issues (Carroll, 1979). In 1987, Epstein has related these notions social responsibility, responsiveness and business ethics, and defined, “Corporate social responsibilities relates primarily to achieving outcomes from organizational decisions concerning specific issues or problems which have beneficial rather than adverse effects on pertinent corporate stakeholders. The normative correctness of the products of corporate action has been the main focus of corporate social responsibility”.

The 1990s: In this era, one of the major contributions to the concept of CSR came in 1991 when Wood revisited the (Carroll, 1979) three dimensional CSP model. Wood has formulated these three dimensions into three principles. In 1991 Carroll has revisited his four part definition and referring to the discretionary component as philanthropic and suggested that it embraced “corporate citizenship” and stated as, “The CSR firm should strive to make profit, obey the law, be ethical, and be a good corporate citizen”.

The 2000s: This period was not dominated by new concepts of CSR but rather empirical research linking CSR or CSP to other relevant variables. In this era, an attempt was made to establish a link among economic, legal, social and ethical standards as to bring the sustainable development. World Business Council for Sustainable development (2001) defined CSR, “as the commitment of business to contribute towards sustainable economic

development, working with employees, their families and the local community, and society at large to improve their quality of life”. Table 2.1 summarizes the development of CSR concept since 1950s. Next section presents the various business benefits that companies get from the CSR activities.

Table 2.2 Evolving phases of CSR

	CSR Phases	CSR key Drivers	CSR strategy guidelines
1950s	Corporate social responsibility	Image building	Philanthropy, charity giving
1960s	Corporate social responsiveness	Stakeholder pressure	Governance reforms, social audit
1970s	Corporate social performance	Stakeholder pressure	Stakeholder strategy
1980s	Business Ethics	Code of ethics	Vision/Mission/Value statements
1990s	Corporate citizenship	NGOs pressures	NGO dialogue
2000	Corporate sustainability	Environmental concerns	Sustainability/CSR reports

Source Developed by the researcher

2.2 BUSINESS BENEFITS FROM CSR

There are potential benefits also that a company has by way of doing the CSR activities as it helps in reducing their production cost. From a CSR perspective Wal-Mart saved “3,425 tons of corrugated material, 1,358 barrels of oil, 5,190 trees and 727 shipping containers” (Wal-Mart, 2006) as there are consumers related motivations, like it induce the consumer to buy from a company which are socially responsible. As such, there are many companies who are reaping the benefits of premium price in the market place (Sprinkle and Maines, 2010). We can also look at organization like Crate & Barrel that have associated themselves with the NGO ‘Donors Choose’, an organization that works for the schools. Here, the consumers of Crate & Barrel decide where the charity fund will be invested like

in which schools project and so on. Involving the customer in such decision stimulates the customer loyalty and enhances the image of the company (Steel, 2006).

These benefits are as followed.

1. **Positive effect on corporate image and reputation-** A greater attention to CSR by firms is safeguarding their image and reputation in the competitive market (Smith, 2003). Both image and reputation can influence the company's competitiveness (Gray and Balmer, 1998). CSR is regarded as one of a most important dimension in enhancing the corporate image (Fombrun and Wiedmann 2001).
2. **Positive effects on employee motivation, retention, and recruitment:** CSR can likewise straightforwardly impact representatives as they may be more inspired working in a superior workplace or draw inspiration from the cooperation in CSR exercises, for example, volunteering projects. Thus, CSR exercises can directly or in a indirect way influence the attractiveness of an organization for potential workers.
3. **Competitive advantage:** CSR might make a big difference for many firms in a highly competitive market. Walker and Kent (2009) observed: "As more and more organizations meet the quality requirements of the marketplace. The consumer will want to know what the company behind the product or service stands for in today's society, and to make certain that they are not contributing to any corporation that is harming society, its resources or its people". CSR may give an important premise to differentiation (Smith, 2003).
4. **Revenue increments from higher sales and market share-** Often, authors contend that CSR can prompt income increments. These can be accomplished in a indirectly through an enhanced brand reputation or straightforwardly e.g., by CSR-driven products or business sector advancement (Kong et al., 2002).

2.3 ARGUMENTS IN FAVOR OF CSR

This section presents the brief outline of the argument given in favor of CSR.

1. Sethi (1979) states that firms, similar to all other social establishments, are a vital piece of a general public and must rely upon it for their presence, progression and development. Society has conceded huge force and flexibility to enterprises with the desire that they will utilize that power to adequately serve society's requirement
2. In the long run, if business is to keep up its position of power it must acknowledge its obligation to society. This has additionally been alluded to as 'Iron Law of Responsibility', set by Davis (1967) which holds, "Those that do not take responsibility for their power, loose it".
3. Hillman and Kein, (2001) contended that business has important assets, for example, a considerable pool of administration ability, practical aptitude and capital assets; in this way business ought to utilize these assets to take care of social issues.
4. One of the arguments that favor the CSR is that it serves the long term interest of the firm (Jenkins, 2006).

2.4 ARGUMENTS AGAINST CSR

Companies are engaging in CSR activities as 'window dressing' to appeal to the most influential stakeholder group i.e. consumers. It is simply considered as another cost of doing business (Sprinkle and Maines, 2010). Increasing cost have pass on to the customer and become less price competitive. For example companies like General Electric are pressurized by NGOs to incur more expenditure on CSR issues (Murray, 2005). In substance, observers stated that, "CSR is a con job...a neat trick used by NGOs as old fashioned blackmail" (Albrechtsen, 2006, p.12) and "the most common corporate responses have been neither strategic nor operational but cosmetic" (Porter and Kramer, 2006, p. 80). Critics argue that by expanding the firm's limited resources into a discretionary activity, its competitive position is compromised, and it takes away wealth from the shareholders (Arevalo and Aravind, 2011). Many of the authors have criticize the CSR activities as listed below-

1. Friedman's (1970) principal argument is that, "there is one and only one social responsibility of business, to use its resources and engage in activities designed to increase its profits so long as it stays within the rules of the game, which is to say, engages in open and free competition, without deception or fraud".

2. According to Levitt (1958) business will have a vastly improved chance of surviving if there is simple about its objective, that is, if profit maximization is the one overwhelming target in practice as well as in theory.
3. Jensen (2002) believes that the adoption of CSR will undermine the establishments that have empowered markets and private enterprise to create wealth and elevated requirements of living around the world
4. Barnett, (2007), argue against CSR, it includes exhausting restricted assets on social issues fundamentally diminishes the focused position of a firm by superfluously expanding its expenses. Giving corporate assets to social welfare is equivalent to an automatic redistribution of wealth, from shareholders, as legitimate proprietors of the company, to others in the public arena who have no legitimate claim.
5. According to Smith (1990), companies don't have the specialized abilities to manage social issues and can't choose what is best for society.

2.5 CONCLUSION

The chapter aims to analyze the number of different concepts and related stream of research originated from the CSR literature and discuss their meaning and evolution and key definitions with the main idea of stakeholder theory. By reviewing some of the key contributions to the development of the CSR literature, this chapter demonstrates how the stakeholder idea can and should be used as a foundational unit of analysis for the ongoing conversation around CSR, and how stakeholder theory can add value to the future development of CSR, by better specifying and integrating financial and social concerns. Our view is that intentions behind CSR are better satisfied if company thinks about stakeholder responsibility. First the researcher introduces the main ideas within the CSR literature that illustrate, in our view, the key stages in the development of the concept and its linkages with stakeholder theory.

LITERATURE REVIEW

(PART II)

3. INTRODUCTION

This chapter discusses the role of CSR in marketing and consumer behavior studies. Further the concept of corporate association along with consumer responses specifically purchase intention is discussed. In light of some of the highly commended studies on CSR and consumer behavior, this chapter identifies various research gaps for problem formulation and development of conceptual framework and hypotheses. In this chapter, a critical, as well as, taxonomical approach of literature review has been adopted to arrive at the research gaps.

3.1 CSR IN MARKETING LITERATURE

Marketing scholars started giving attention to social responsibility in the 1960s and 1970s, specifically the social duties attached to the marketing function (Lazer, 1969). Both the management and marketing disciplines have discussed this concept since the 1930s (Berle and Means, 1932). The marketing literature posits the same understanding of the rationales of CSR as other disciplines do, namely the stakeholder approach. The CSR dimensions investigated in marketing literature are very limited (Bhattacharya and Sen, 2004; Brown and Dacin, 1997; Handelman and Arnold, 1999). This leads to a lack of depth originating from a marketing discipline (Maignan, et al., 2005). Lazier (1969) suggested a deeper understanding of marketing responsibilities other than profit wrote, “an institution of social control instrumentation in reorienting a culture from a producer’s to a consumer’s culture” (p. 3), a concept that later received prominence in market orientation (Kohli and Jaworski, 1990).

Marketing scholars began offering regard for social obligation in the 1960s and 1970s, particularly the social obligations joined the marketing function (Lazer, 1969). Both the management and marketing disciplines have talked about this idea since the 1930s (Berle

and Means, 1932). The marketing writing sets the same comprehension of the justifications of CSR as different disciplines do, to be specific the stakeholder approach. The CSR measurements researched in marketing writing are exceptionally constrained (Bhattacharya and Sen, 2004; Brown and Dacin, 1997; Handelman and Arnold, 1999). This prompts an absence of profundity starting from a marketing discipline (Maignan, et al., 2005). Lazier (1969) proposed a more profound comprehension of moral obligations other than benefit “an institution of social control instrumentation in reorienting a culture from a producer’s to a consumer’s culture” (p. 3), an idea that later got attention in business sector orientation (Kohli and Jaworski, 1990).

In the same vein, Lavidge (1970) claimed holds true, if look at last, three decades “History suggests that standards will be raised. Some practices which today are generally considered acceptable will gradually be viewed as unethical, then immoral, and will eventually be made illegal” (p. 25). Another stream of research in marketing literature that emerged is cause related marketing that is defined as “the process of formulating and implementing marketing activities that are characterized by an offer from the firm to contribute to a designated cause when customers engage in revenue- providing exchanges that satisfy organizational and individual objectives” (Varadarajan and Menon, 1988, p. 60). The 1980s had a more managerial approach to business and social responsibility (Drumwright, 1994) with a concern for environmental issues (Kilbourne and Beckmann, 1998).

Past studies in the marketing discipline have situated customers as the most persuasive stakeholder in examination and practice (Narver and Slater, 1990; Maignan et al., 2011). In the late 1990s, the buyer's perspective on CSR was colossally talked about in the writing and regardless of the various studies devoted to this, no agreement has been accomplished.

3.2 CSR AND ITS EFFECT ON CONSUMER BEHAVIOR

There is an expanding number of studies in the literature examining the link between CSR and consumer related outcomes (Becker–Olsen et al., 2006; Sen and Bhattacharya, 2001; Lii and Lee, 2012). This stream of literature can be categorized into two groups. The first group includes those studies which investigated the impact of only CSR on customer behavior (Becker-Olsen and Simmons, 2005) and the second group includes those studies that examined the effect of CSR along with corporate ability on customer related outcomes

(Brown and Dacin, 1997). The first group of studies examined the relationship between CSR activities and the various consumer related outcomes, such as product evaluation (Bhattacharya and Sen, 2004) and satisfaction (Luo and Bhattacharya, 2006). Sen and Bhattacharya (2001) suggested that customer–company identification leads to a favorable consumer response to CSR initiatives. Identification is the congruence between the individuals, organizational, and personal values (Tajfel and Turner, 1979), and with regard to this socially responsible behavior acts as a transmission of corporate values (Turban and Greening, 1996). However, CSR initiatives can hurt the image of a company if consumers become suspicious about the companies motive of engaging in CSR initiatives (Skarmeas and Leonidou, 2013). For example, consumers reacted negatively to Philip Morris CSR campaign (e.g. youth smoking prevention) because they perceived it as the ulterior motive of the company (Ling and Glantz, 2002). Researches on CSR identify two types of motives; one is intrinsic motive (e.g. a genuine concern for the social welfare), and the other is extrinsic motive (increase in sale and profit). The results showed consumers react positively to intrinsic motives and negatively to extrinsic motives (Sen et al., 2006). Most of the researches on CSR attributions have been conducted in laboratory settings, and the authors assume that consumer perceived only intrinsic or only extrinsic motives. However, Ellen et al. (2006) found that in real world most of the consumers perceive both intrinsic and extrinsic motives, simultaneously. The primary objective of any business entity is to make profit and consumers understand and accept this extrinsic motive. However, the extrinsic motives are acceptable in the presence of intrinsic motives. Many scholars have recognized that the findings examine its relationship produced inconclusive results and this issue remains unsolved. Sen and Bhattacharya (2001) pointed out that the ways through which CSR activities actually affect consumer responses are not well understood and this led to questioning whether a firm’s social responsibility actually leads to positive outcomes for the firm.

Accordingly, the second group of studies examined this relationship with broader perspective and studied the effects of CSR along with the more traditional evaluative criteria, such as quality, value, and expertise related to a firm’s performance. In this stream of research, several studies have produced mixed results. For example, Brown and Dacin (1997) in their seminal work modeled the impact of CSR on non- behavioral outcomes such

as new product evaluation. The finding revealed the CSR association significantly influences consumer responses towards the new product. Further, the negative CSR association detrimentally affects product evaluation. These authors first coined the term ‘corporate ability’ to distinguish it from CSR perception but modeled both as an influencing outcome on consumer behavior. In the service firms, service quality is a specific corporate ability association that can enhance the overall corporate association which in turn positively influences the consumer responses (Brown and Dacin, 1997). CSR activities do not help in brand performance but assists in the other critical dimensions, such as service quality (Mandhachitara and Poolthong, 2011). Poolthong and Mandhachitara (2009) found that in banking sector companies engaging in CSR initiatives tend to gain a positive perception of their service quality among company’s stakeholders. Chomvilailuk and Butcher (2010) demonstrated that perception of service quality is dominant over CSR by depicting in their study that CSR initiatives tend to be a marginal ability of a bank’s preference among customers.

Only few studies have investigated the joint effect of CSR and corporate ability on consumer behavioral outcomes (e.g. He and Li, 2011; Sen and Bhattacharya, 2001; Berens et al., 2005). In many studies, authors acknowledged the role of moderator or mediators to understand the function of CSR (Chomvilailuk and Butcher 2014). For examples, Sen and Bhattacharya (2001), in their series of experiment used calculators and inkjet printers as product stimuli, while Lin et al., (2011) examined the car users in product harm situation and draw the conclusion that CSR cannot be overlooked when promoting purchase intention. Auger et al. (2008) found that strong social initiatives cannot compensate for poor functional quality and prices. Although, Berens et al. (2007) stated that depending upon situation CSR can act as a compensation for poor quality.

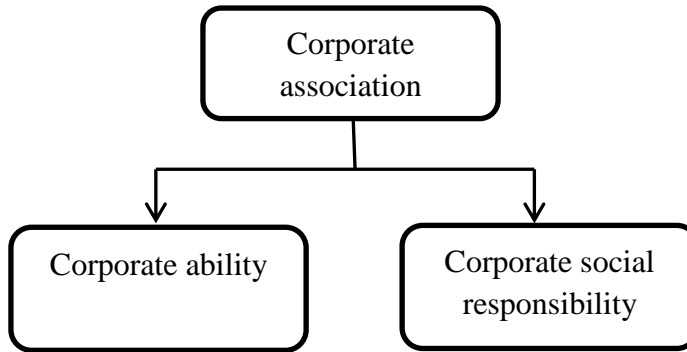
In sum, these studies have used single approach to operationalize CSR and produced mixed findings. Maignan and Ferrell (2004) called for a more integrative approach towards CSR that includes multiple stakeholders’ perspectives including the “bundling together of various social responsibility initiatives” (p. 3). In line with this view, Carroll and Shabana (2010) and Peloza and Shang (2011) also called for more intricacies of the relationship between CSR and consumer outcomes.

3.3 THE CONCEPT OF CORPORATE ASSOCIATION

The concept of corporate association was first coined by Brown and Dacin, (1997) in their seminal work to represent the different types of cognitive association that consumers hold about the company. These cognitive associations may include “perception, inferences, and beliefs about the company”. This may include the consumer’s prior knowledge about the company, consumer experience of the company, perceived attributes and overall evaluation of a company (Brown and Dacin, p. 69). This term is coined based on consumer psychology and depicts a holistic picture of a consumer’s association with a company (Brown and Dacin, 1997). This may be explicitly defined in terms of perception of an individual rather than a group of people.

Brown (1998, p. 212) redefined this concept as “cognitions, affects, evaluations, summary evaluations and patterns of association with respect to a particular economy”. Likewise, Sen and Bhattacharya (2001, p. 77) stated that the corporate association “includes consumer’s perception, and belief about relevant company characteristics (e.g., culture, climate, skills, values, competitive position, product offerings), as well their reactions to the company including company related moods, emotions and evaluations”. Further, Berens and van Riel (2004, p. 17) defined this it as, “a heterogeneous set of perceptions, which may relate to a wide variety of aspects of a company”. More recently, Brown et al., (2006), pointed out that the associated concepts, such as corporate image, corporate identity, corporate association and corporate evaluation are all “mental association about the organization actually held by others outside the organization” (p. 114). Berens and Van Riel (2004) presented a comprehensive review of literature on corporate association by putting forth three conceptual streams, which are used for identifying the different types of corporate association. These are (1) “the different social expectations that people have regarding a company, (2) the different personality traits that people attribute to a company and (3) the different reasons they have to trust or not to trust a company” (p. 174). Berens and Van Riel (2004) suggested that in social role typology, two types of association exist; one is corporate ability and the other is corporate social responsibility as shown in Figure 3.1.

Figure 3.1 Corporate association



3.3.1 Corporate ability

Corporate ability association refers to companies' ability or expertise in producing or delivering the products or services (Gatignon and Xuereb, 1997; Zeithaml, 2000) and the "abstract dimensions that may summarize a number of different attributes of a company" (Berens et al., 2005, p. 56). Corporate ability is the extent to which a company is perceived to have the ability to be successful. The company may focus on the product or service quality, research and development, expertise of employees, manufacturing expertise, industry leadership, customer orientation and so on (Brown and Dacin, 1997) (Table 3.1). Corporate ability association related to the quality of products or services implies companies' expertise in managing the existing products or services and meeting the customer needs, whereas corporate ability association related to innovation implies companies' ability to develop a new technology as well as to respond to the changing market demand. Consumer perception related to corporate ability features helps the company in reducing the perceived risk and helps the customer in evaluating and building trust with the company (Doney and Cannon, 1997).

Table 3.1 Corporate ability

What it is	Focus	Outcomes
Innovativeness	Developing a new technology	Responding to the market
Expertise in Product/services	Meeting Customer needs	Reduce the perceived risk
Quality	Meeting the standards	Competitive advantage
Customer orientation	Building trust	Customer retention

The concept of corporate ability is similar to service quality in the service branding literature. The operationalization of the service quality varies relying on its goals, the industry under scrutiny and the status of the economy of the nation. Studies identified with the operationalization of service quality in banking have been to a great extent in light of the SERVQUAL scale. Gournaris et al. (2003) utilize a multi-item measure in their investigation of the retail banking industry of Greece. Their measurement instrument incorporates the five measurements of Parasuraman et al. (1988) SERVQUAL and extra items catching industry-specific dimensions. Hence, Gournaris et al., (2003) perceived service quality (PSQ) develops incorporates six dimensions: staff competence and reliability, convenience, physical evidence value for money and product innovation.

The service quality of the company can be viewed as an intrinsic factor in the customer–company relationship; consumers tend to identify with the relational service provider that provides benefit to them (Perez et al., 2013). Homogeneity of the banking services has given a rise to the service quality that is an important element for the competitive advantage (Avkiran, 1994). The parameters for evaluating the service quality include speed, convenience, interpersonal communication, delivery, and ease of contact which are the effective in building loyalty (Lewis and Soureli, 2006; Cho and Park, 2001; Mahdavi et al., 2008). A growing body of academic research attests the fact that service quality is the strongest predictor of positive behavioral outcomes (Zeithaml et al., 1996). In other words, it may also be conceptualized as consumer perception of company’s core competency or strength in market place (Prahalad and Hamel, 1990).

3.3.2 Corporate social responsibility

CSR association is referred to “a company’s status and activities with respect to its perceived societal obligation” (Brown and Dacin, 1997, p. 68). In other words, it reflects public concern for business and society relationship. It also reflects the role that corporate plays towards vital social problems and helps in producing the consumers’ emotional feedback towards the company (Brown and Dacin, 1997). CSR based association deals with consumer’s self-actualization because it is one of the ways to achieve the desire of being good that goes beyond the self-interest. An alternative view is the instrumental approach towards CSR that considers and measures the importance of ethical behavior from the corporate perspective rather than a societal point of view (Vogel, 2005; Aupperle and Van Pham, 1989). Socially responsible activities can be seen as a factor contributing to the profitability of the firm because engaging in CSR activities leads to improved financial performance. Accordingly, CSR activities undertaken by the firm can be viewed as strategic investments. Castka et al., (2004, p. 221) stated that, “the core return on investment in CSR is finding the optimum level that balances the need for maximizing profit from CSR while satisfying the demand for CSR from multiple stakeholders”. However, others opined, “CSR can be much more than a cost, or a charitable deed. It can be a source of opportunity, innovation and competitive advantage” (Porter and Kramer, 2006, p. 78).

3.4 CONSUMER RESPONSES

Consumer response may refer to the ways in which a consumer responds to a product or service. It may include attitudinal or behavioral intention, word of mouth, loyalty, satisfaction, purchase intention or behavior. Large number of researches have suggested that CSR activity has positive and significant influence on consumer responses, such as consumer product evaluation (Pirch et al., 2007), corporate product and brand images (Webb and Mohr, 1998; Ellen et al., 2006), consumer identification with the company (Sen and Bhattacharya, 2001), purchase behavior (Ellen et al., 2006), and purchase intention (Lichtenstein et al., 2004) (Figure 3.2). These responses have been widely studied in literature. However, the consumers’ purchase intention though a central concept in the

study of consumer behavior; it has not been studied deeply in research by carrying out thorough analysis of the role of corporate ability and CSR.

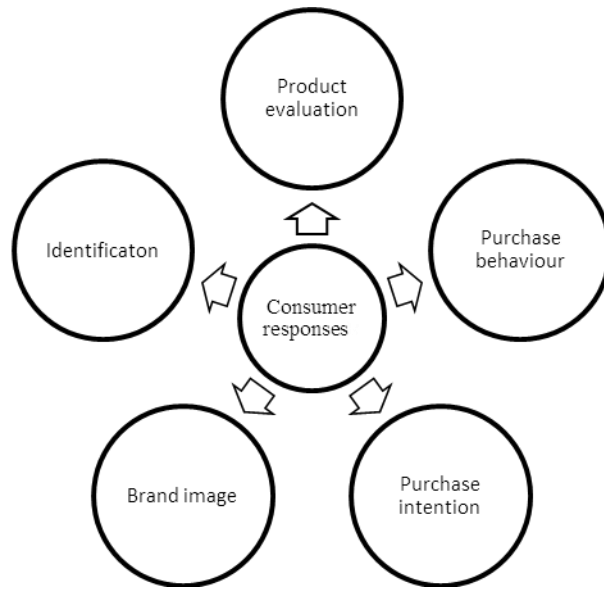


Figure 3.2 Consumer responses to CSR

3.4.1 Purchase Intention

According to the American Marketing Association, “purchase intention is a decision plan to buy a particular product or brand created through a choice/decision process”. It refers to the consumers’ willingness to purchase a product or services in the future. In the literature, purchase intention is conceptualized as the ability to assess the future purchase (Shao et al., 2004; Hellier et al., 2003) and actual purchase behavior (Taylor and Todd, 1995). It is a verbal indication of likely behavior (Gruber, 1970) and is used to predict the real purchase behavior (Azen and Fishbein, 1980). The significance of purchase intentions is that they are more effective than the actual behavior in finding out what is in customers’ mind. It has been a key predictive component (Follows and Jobber, 2000). As per the emerging view, intentions do not always exist in memory, but may be formed on demand in response to query either internally or externally (Hellier et al., 2003). As an implication, answering an intent question not only enhances the accessibility of attitude but also engages the respondent in substantial cognitive work that subsequently results in changing attitude and behavior (Hirt and Sherman, 1985). An increase in purchase intention results in increasing future purchase (Dodds et al., 1991), and it can be used as an important indicator of actual

consumer behavior. Consumers having positive purchase intention leads to formation of a positive commitment.

The influence of CSR activities on consumers' willingness to pay provides a measure that reflects the purchase intention that can have both direct and indirect effect (Feldman and Vasquez-Parraga, 2013). Its effect is indirect when consumers know the company and its CSR activities. The effect would be direct if the CSR initiatives correspond to the consumer's attitudes and beliefs (Sen and Bhattacharya, 2001). Mohr et al. (2001) have found that only a small number of consumers use CSR information in their purchase decision. Creyer and Ross (1997) found that consumers use CSR as a purchase criteria when the companies socially responsible activities exceed their expectations. Some authors have found a large number of consumers who are willing to pay more for a socially responsible company (Ross et al., 1992; Jones, 1995; Cotte and Trudel, 2009; Mohr and Webb, 2005). On the contrary, other studies have found that CSR is not directly related to purchase intention (Smith and Stodghill, 1994). Despite the numerous amount of literature on the effect of CSR on purchase intention (Sen and Bhattacharya, 2001; Mohr and Webb, 2005), in reality, CSR plays only a minor role in consumption decisions (Mohr et al., 2001). The discrepancy between the consumers stated intention and their actual behavior calls for a better understanding of the ways in which CSR influences purchase decisions. The way for the CSR activities to pay off financially for the companies is the time during which customers take into account these activities in their purchase decisions (Webb et al., 2008). So, it becomes important for the companies to know whether CSR activities are important to consumers or not.

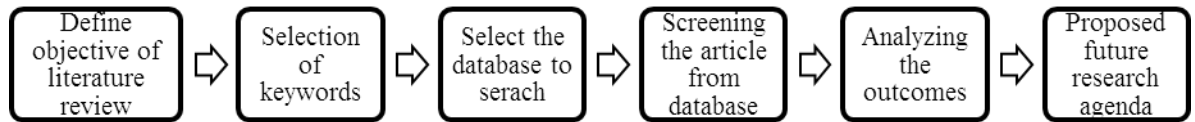
Apart from the considerable body of literature on CSR and consumer behavior, a comprehensive conceptualization has not yet been developed (Fatma and Rahman, 2015a). These contributions offer a narrow interpretation of CSR activities and their significant influence on consumer responses lead to many gaps (Appendix III).

3.5 LITERATURE CLASSIFICATION SCHEME

This section presents a taxonomical review of CSR and consumer research published in academic journals from 1997 to 2013 covering about 17 years. An overview of the applied research approach is given in Figure 3.3. Research articles have identified through a

systematic search procedure by selecting several keywords like “corporate social responsibility”, “CSR” “Social responsibility”, “consumer/customer behavior”, “purchase intention/behavior” , “Buyer behavior” and have been searched in abstract, title and keyword. Through the searching of these keywords in above mentioned criteria resulted in 136 articles from the source of 61 journals. In the next stage content analysis of the articles by “cross checking” the abstract whether the database has resulted in right articles or not for analysis. After that we excluded 36 articles as subjected to relevance. This extensive search process comes out with 100 articles that are found to be useful for the purpose of this study. In this selection of literature reports, working papers, master and doctoral dissertations and textbook are not included as suggested by Ngai, (2005) because both academicians and practitioners use academic journals for information (Nord and Nord, 1995). Article cited references were also cross checked but did not result in many additional papers that show the validity of the research.

Figure 3.3 Flow Diagram of research approach



All of the 100 articles have been classified into four time period zones. The purpose of this classification scheme is to present the existing literature in this field and draw the attention of future researchers to unexploited areas. This classification helps in identifying the growth pattern of academic literature over the last seventeen years.

- Phase One - 1997-2000
- Phase Two - 2001-2004
- Phase Three- 2005-2008
- Phase Four- 2009-2013

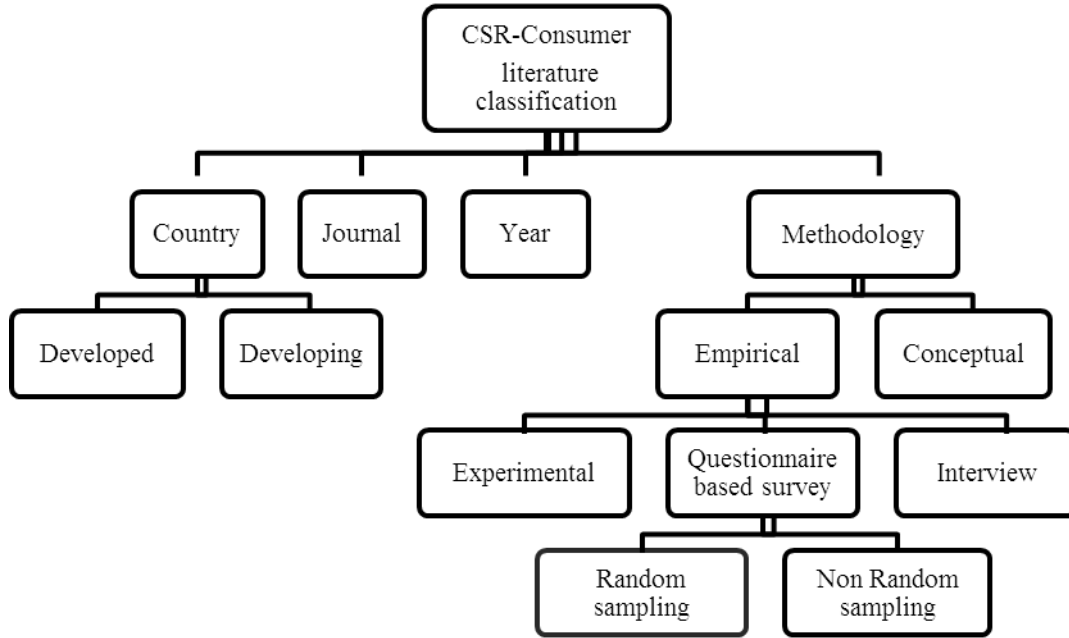


Figure 3.4 Overview of literature classification

The unit of analysis for this study is the full text research articles that have been extracted from the following data sets. Each dataset is manually screened for the selection of articles. All the articles were screened based on the year of publication, language and relevance. After gathering all the papers, they were thoroughly analyzed and subjected to a content analysis for further classification.

- EBSCOS;
- Elsevier’s Science Direct;
- Emerald Full Text;
- Springer-Verlag
- JSTOR;
- Taylor & Francis

The content analysis has been defined as “the objective, systematic and quantitative description of the manifest content of communication” (Malhotra and Dash, 2009). As suggested by Kolbe and Burnett (1991), the content analysis follows five key criteria in a specific research process that includes sampling, reliability, objectivity, quantification and systemization. The contents of articles were further analyzed by a descriptive analysis that

includes (1) distribution of articles across a specific time frame (2) which countries conducted the research (3) which journals have published the articles (4) and what research methodologies were applied in these papers (Figure 3.4).

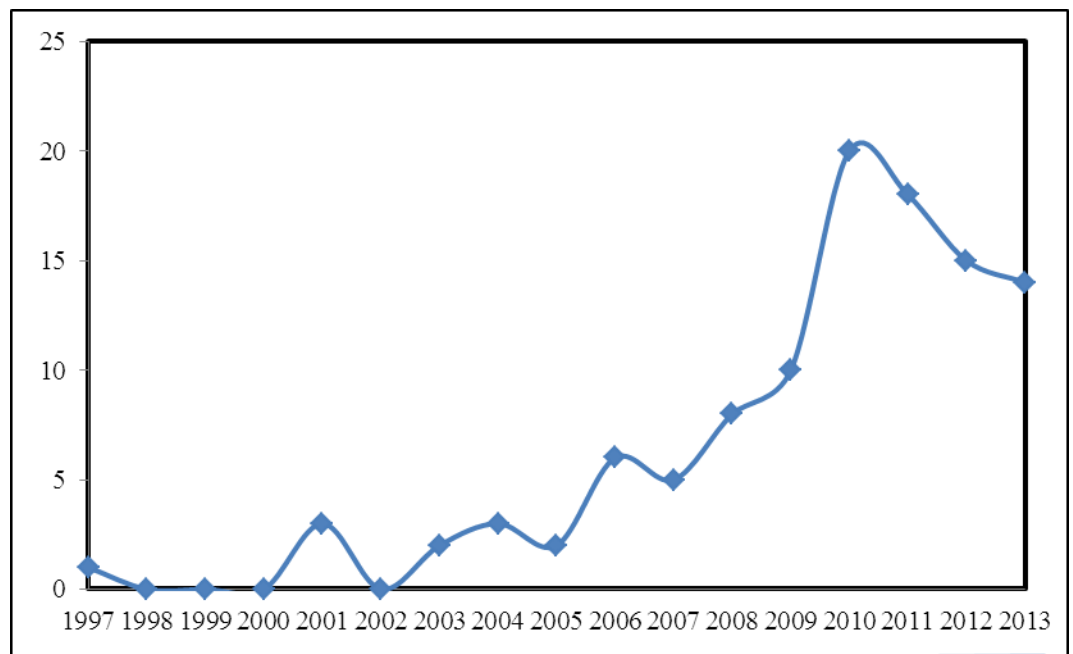
3.6 RESULTS AND DISCUSSION

Among the 100 articles, the maximum number of articles has come in the last five years (2009-2013) specifically from the developed nation as compared to developing nations. These articles have been published in 61 journals that show the interdisciplinary nature of this area. The research orientations followed in articles are more empirical in nature rather than conceptual.

3.6.1 Distribution of article year wise

Articles were classified based on their year of publication from 1997 to 2013 to identify the longitudinal pattern of academic research as depicted in Figure 3.5. The first published papers were found in 1997 and were taken as the starting point. It is evident from the output that research has increased significantly in the last five years (2009-2013). Out of 100 articles, 70 articles have been published in the last five years.

Figure 3.5 Year wise distribution of articles



3.6.2 Distribution of article in terms of countries and time period

A country wise classification is important in order to identify the extent of research issues around the world (Table 3.2). Further research may focus on unexplored areas. During this time (1997-2013) the maximum numbers of publications have come from economically developed countries like US, UK and Spain. Among the developing nations, China has been the exception in the publication of literature.

Table 3.2 Country wise distribution of articles

Country	1997-2000	2001-2004	2005-2008	2009-2013	Total
Australia	-	-	3	2	5
Austria	-	-	-	1	1
Brazil	-	-	-	2	2
Belgium	-	-	-	1	1
Canada	-	-	-	2	2
China	-	-	-	5	5
Denmark	-	-	1	1	2
France	-	1	1	-	2
Greece	-	-	-	1	1
Germany	-	-	-	4	4
Italy	-	-	1	4	5
Indonesia	-	-	-	1	1
Malaysia	-	-	-	2	2
Netherland	-	1	-	-	1
Portugal	-	-	-	1	1
Peru	-	-	-	3	3
Romania	-	-	-	1	1
Spain	-	-	1	6	7
Slovenia	-	-	1	-	1
Switzerland	-	-	-	1	1
Taiwan	-	-	-	3	3
USA	-	7	7	28	41

UK	-	-	4	2	5
UAE	-	-	-	1	1
Vietnam	-	-	-	1	1
					100

3.6.3 Distribution of articles in terms of journals

Table 3.3 shows the distribution of number of articles by journals and time period. During this time span, 61 journals have published articles related to this area concerned. *The Journal of Business Ethics* (18) and *Journal of Business Research* (8) have published the maximum number of articles.

Table 3.3 Journal wise distribution

Journal Name	1997- 2000	2001- 2004	2005- 2008	2009- 2013	Total
Asian Academy of Management Journal	-	-	-	1	1
Australian Marketing Journal	-	-	1	-	1
Baltic Journal of Management	-	-	-	1	1
British Food Journal	-	-	-	3	3
Buffalo Law Review	-	-	-	1	1
Business and Economic Research	-	-	-	1	1
Business Ethics: A European Review	-	-	2	-	2
Business Strategy and the Environment	-	-	-	1	1
California Management Review	-	1	-	-	1
Consumer Policy Review	-	1	-	-	1
Corporate Communication: An International Journal	-	-	-	1	1
Corporate Reputation Review,	-	-	-	1	1
Corporate Social Responsibility and Environmental Management	-	-	-	2	2
Ecological Economics	-	-	-	1	1
Environment Resource Econ	-	-	-	1	1
Estudios Gerenciales	-	-	-	1	1

European Journal of Marketing	-	-	-	1	1
European Review on Labor and Research	-	1	-	-	1
International Journal of Bank Marketing	-	-	-	2	2
International Journal of Academic Research in Business and Social Sciences	-	-	-	-	1
International Journal of Business and Management	-	-	-	1	1
International Journal of Consumer Studies	-	-	-	1	1
International Journal of Hospitality Management	-	-	-	1	1
International Journal of Research in Marketing		1	-	-	1
International Marketing Review	-	-	-	1	1
Journal of Corporate Citizenship	-	-	1	1	2
Journal of Advertising	-	1	1	-	2
Journal of Academy of Marketing Science	-	-	1	-	1
Journal of Brand Management	-	-	-	1	1
Journal of Business Ethics	-	1	2	15	18
Journal of Business Research	-	-	1	7	8
Journal of Cleaner Production	-	-	-	1	1
Journal of Consumer Affairs	-	1	1	-	2
Journal of Consumer Marketing	-	-	-	2	2
Journal of Fashion Marketing and Management	-	-	-	1	1
Journal of Financial Services Marketing	-	-	-	1	1
Journal of Food Products Marketing	-	-	-	1	1
Journal of International Business Research	-	-	-	1	1
Journal of Leadership, Accountability and Ethics	-	-	-	1	1
Journal of Marketing	1	1	1	-	3
Journal of Management and Sustainability	-	-	-	1	1
Journal of Management and Organization	-	-	-	1	1
Journal of Marketing Communications	-	-	1	-	1
Journal of Marketing Research	-	1	-	-	1
Journal of Promotion Management	-	-	-	1	1
Journal of Public Affairs	-	-	1	-	1

Journal of Public Relations	-	-	-	1	1
Journal of Public Relations Research	-	-	-	1	1
Journal of Retailing and Consumer Services	-	-	1	-	1
Journal of Service Research	-	-	-	1	1
Journal of Services Marketing	-	-	-	1	1
Journal of Sport Management	-	-	-	1	1
Journal of the Academy of the Marketing Science	-	-	-	1	1
Marketing Letters	-	-	-	1	1
Management Research News	-	-	1	-	1
Public Relation Journal	-	-	-	1	1
Public Relations Review	-	-	1	3	4
Recherché et Applications en Marketing,	-	-	-	1	1
Social Responsibility Journal	-	-	-	2	2
The South East Asian Journal of Management	-	-	-	1	1
Transfer: European Review of Labor and Research	-	-	-	1	1
Total					100

3.6.4 Distribution in terms of orientation/type (conceptual/empirical)

All the articles were classified based on their type (empirical/conceptual) and time period as shown in Figure 3.6. Empirical papers contain some sort of measurement instrument or statistics, while conceptual papers integrate knowledge into a new theory in a specified area (Salomone, 1993). In this study, the articles were approximately 70% empirical and 30% conceptual (Figure 3.6) in nature. There is a significant fall in the number of conceptual papers in the third time period zone. The results show that the quantitative analysis was the major focus of researchers.

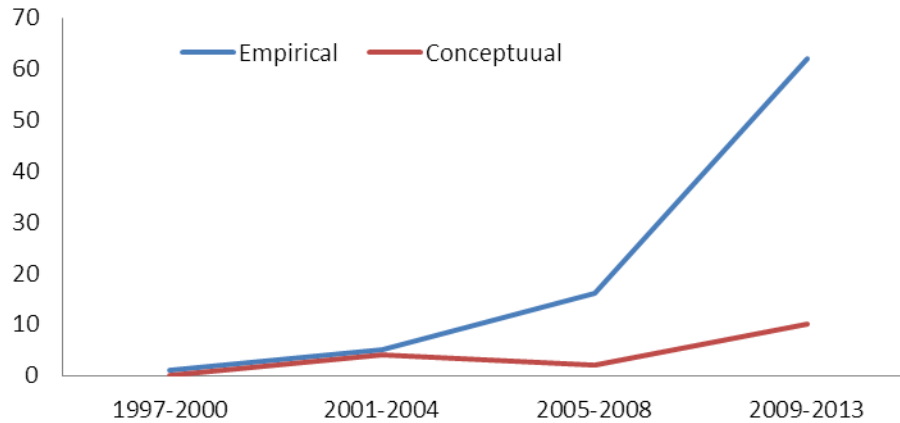


Figure 3.6 Distribution of articles by their Orientation/type

3.6.5 Distribution of empirical paper by research approach

The empirical papers were further analyzed in terms of research approach employed across the time period (Table 3.4). The three generic approaches were identified in empirical research: Experimental, questionnaire based survey and interview. However, was not found any significant changes in methodological orientation during this time span in empirical studies. For the simplification purpose papers were classified on the basis of dominant research approach employed.

Table 3.4 Distribution of empirical papers by research approach

Research method	1997-	2001-	2005-	2009-	Total	
	2000	2004	2008	2013	No	%
Experimental	1	4	7	24	36	42.85
Survey based research	0	0	3	30	33	39.28
Interview	0	1	6	8	15	17.85
Total					84	100.00

3.6.6 Distribution of survey based papers by sampling method

The survey based papers were 33 in numbers and were further analyzed in terms of sampling method used (Table 3.5). As depicted in Table 3.5, the proportion of non-random sampling is higher compared to random sampling. Such studies are exploratory in nature and have been useful for theory building (Malhotra, 2004).

Table 3.5 Distribution of survey based papers by sampling method

Sampling method	1997-	2001-	2005-	2009-	Total	
	2000	2004	2008	2013	No	%
Random sampling	0	0	0	10	10	30.30
Non Random sampling	0	1	6	16	23	69.69
Total	0	1	6	26	33	99.99

3.7 GAPS IDENTIFIED FROM LITERATURE

The present research in the area of influence of corporate ability and CSR activities on consumers has been undertaken by identifying a number of gaps in the extant literature. And it was found that there is ample scope of research in this area. Some of the gaps are identified and illustrated in Appendix III.

3.8 RESEARCH QUESTION

The research question are formulated on the basis of gap identified are-

RQ1: To what extent consumers are aware of CSR activities?

Consumers' awareness plays a major role in the effectiveness of CSR activities. However, the effect of consumer awareness has been tested in an artificial setting (Maignan, 2000; Mohr et al., 2001), which leaves a gap for determining the true level of consumer awareness and its relative influence on consumer purchase decisions (Pomeroy and Dolnicar, 2009). Consumer awareness has been found to be low in previous studies and the low level of awareness does not lead to any practical relevance.

RQ2: Does the awareness of CSR activities have significant influence on purchase intention?

A consumers' knowledge about CSR activities is a strong predictor of his behavior (Wigley, 2008). In previous studies, consumer knowledge about CSR activities has been considered low because it is difficult for consumers to retrieve and store relevant information about the products they buy from all the different companies. This lack of knowledge is a major limiting factor for positive consumer responses to CSR activities (Mohr et al., 2001).

RQ3: How does corporate ability and CSR influence consumers purchase intention?

Corporate association plays an important role in building the corporate reputation, brand evaluation and customer identification with the company (Brown and Dacin, 1997; Lin et al, 2011; Mohr and Webb, 2005). Two types of corporate association have received attention in literature i.e. corporate ability, and CSR. Both corporate ability and CSR activities have an indirect influence on the purchase intention through the mediating effect of trust and affective identification (Lin et al., 2011). The literature has demonstrated that consumers use both corporate ability and CSR in the evaluation of the company and its products (Lin *et al.*, 2011). In the literature the “differentiated terminology and focuses across past studies renders it difficult to integrate this into a consistent body marketing knowledge about CSR” (Maignan and Ferrell, 2004, p. 3).

3.9 CONCLUSION

In this chapter, some of the key gaps were identified: the lessons learned from the previous studies are- there is an inconclusiveness of the CSR impacts on consumer behavior, a lack of empirical studies examining the consumer reactions to CSR in the real market place, and the lack of consumer awareness level of CSR activities. Thus, the rationale of doing this study is to gain a meaningful understanding of this relationship and addressing the gap in literature a conceptual framework has been proposed as suited to better understand the consumer reactions to CSR in the next chapter. Based on this three hypothesis were proposed to identify the relationship between variables in the conceptual framework in the section 7.3 in chapter 7.

In the remainder of this thesis, researcher will focus on the concept of different types of corporate association. In particular, the investigation of the influence of two types of associations, namely, corporate ability and CSR associations on consumer purchase intentions.

CSR IN BANKING INDUSTRY

This purpose of this chapter is to understand the structure of Indian banking industry and to know how CSR activities are implemented in the banking sector and how the banks are supporting the societal development through the various socially responsible initiatives. This chapter discusses the prevailing CSR practices in the Indian banking sector.

4. INTRODUCTION

In the wake of the financial crisis of the late 2000s, many governments have attempted to take stronger influence in the banking sector, either through direct ownership or increased regulation. Key issues include stricter rules for lending practices, caps on executive remuneration and closer monitoring of risk management practices. European Commission (2002) has suggested that CSR is a multidimensional construct and has industry specific dimensions and what constitutes CSR activities depend on the environment in which the companies operate. Compared to other sectors, banks have more visibility in society (Mandell et al., 1981) and a higher product involvement. As Thompson and Cowton (2004) suggested, banks are more likely to be influenced by negative reputation as compared to other companies and are more vulnerable to negative reactions from stakeholders. It is critically important for banks to manage their reputation in order to differentiate themselves from competitors and maintain stakeholder confidence (Flavian et al., 2005).

It has been widely accepted that the main function of any business enterprise is to create value through producing the goods and services which society demands. In doing so, the business generates the profit for the shareholder and value for the society. This fact suggests, that a firm's products and services should be in line with the societal needs and should imply a social contract through which CSR accrue to the firm (Decker, 2004). In the case of banking services customers' needs are, "security, access, liquidity, interest and social responsibility" (Reifner, 1997). Origek (2002) stated, that to, know the customer' is the inherent social responsibility of the banks. This implies that, 'to know the customer' requirement imposes the broad responsibility on the banks to become familiar with the

financial matters of their bank clients to prevent them mis-selling of any policies or investments. Socially responsible activities have received significant attention in the banking sector (Peterson and Hermans, 2004). Today, a major part of the bank's interest goes into solving social problems and community welfare programs (Rugimbana et al., 2008). Thus, banks have become proactive investors in CSR activities (Marin et al., 2009) and are communicating and reporting these practices through multiple communication forums (Peterson and Hermans, 2004).

4.1 CSR IN THE BANKING INDUSTRY

In today's scenario, CSR has turned a well-established notion in the financial service industry because of its tremendous effect on society (Scholtens, 2009). Banks are expanding their CSR spending (Marin and Ruiz, 2009; Truscott et al., 2009) by executing CSR into practices with activities, for example financial inclusion (Decker, 2004), microcredit schemes for the deprived (Hermes et al., 2005), socially responsible banking (Scholtens, 2009) and credit access to poor people (Prior and Argandona, 2008).

CSR is generating a demand for more transparency from companies. The increase of people's awareness toward CSR has influenced bankers to be more socially responsible, because the future growth of their firms will depend on managing financial goals along with sustainability issues (Ogrizek, 2002). Communicating CSR activities in their annual reports is limited to only big organizations (Graafland et al., 2003) and by disclosing CSR reports, banks try to align their behavior toward socially responsible activities (Ziek, 2009). CSR may be considered as a source for having a competitive advantage, increasing a firm's credibility toward its stakeholders (Holder-Webb et al., 2009) and building a long-term reputation (Brown and Dacin, 1997). The increase of people's awareness toward CSR has influenced bankers to be more socially responsible, because the future growth of their firms will depend on managing financial goals along with sustainability issues (Ogrizek, 2002). Banks that report their CSR activities enhance their credibility by providing timely information that facilitates the proper allocation of funds among various banks (Hossain and Reaz, 2007). One of the reasons for creating a corporate identity through CSR activities is to differentiate one company from another (Balmer et al., 2007).

Retail banks are spending large number of dollars on CSR programs with a specific end goal to fortify their reputation (McDonald and Rundle-Thiele, 2008). The significance of building and dealing with a reputation in the service sector is high due to the intangible nature of the product and need of building trust among stakeholders (Perez et al., 2013).

They are considering the CSR activities into their strategic decision to improve their public image (McDonald and Lai, 2011) and customer related outcomes (Bhattacharya and Sen, 2004). Although, it is not clear which CSR activities is likely to build a positive stakeholder responses (Chomvilailuk and Butcher, 2013). Furthermore, the relationship between CSR activities and stakeholder responses has not been studied in a non-western context (McDonald and Lai, 2011). It is apparent that CSR phenomenon is growing worldwide and Lindgreen et al., (2009) raises a question whether stakeholder responses to CSR in developing country will be the same as has been found in developed country.

The banking sector has made significant transformations in the last few years and has become one of the main proactive investors in CSR activities worldwide (Marin et al., 2009; Truscott et al., 2009) and the reputation of financial institutions rely on their socially responsible programs (Poolthong and Mandhachitara, 2009). Their approach to CSR has significantly changed and banks are now more vulnerable to social and environmental problems (Carnevale et al., 2012) they have a wider role in society and by putting CSR principles in their operations, their transactions are more transparent and they produce value for society (Prior and Argandona, 2008; King and Levine, 1993). Banks continue to publish their sustainability reports (Vigano and Nicolai, 2009) every year and present and account for 22% of their business in the Dow Jones Sustainability Index (CECA, 2008). Nevertheless, “nowadays the banking industry faces threats and opportunities resulting from the current worldwide economic crisis. One of these challenges stems from the negative effect of individual perceptions of financial institutions” (Matute et al. 2010). Socially responsible practices plays an important role in this sector and an increasing concern is given by banks to communicate these activities through different communication forums (Peterson and Hermans, 2004).

4.2 OVERVIEW OF INDIAN BANKING SECTOR

The Indian banking sector witnessed the significant transformation in the last decade due to the several regulatory changes resulted in the increased competition among the banks (Sureshchandran et al., 2003). Banking in India has no longer been regarded as a business dealing with the money transactions only, now it has seen as a business related to information in financial transaction (Padwal, 1995).

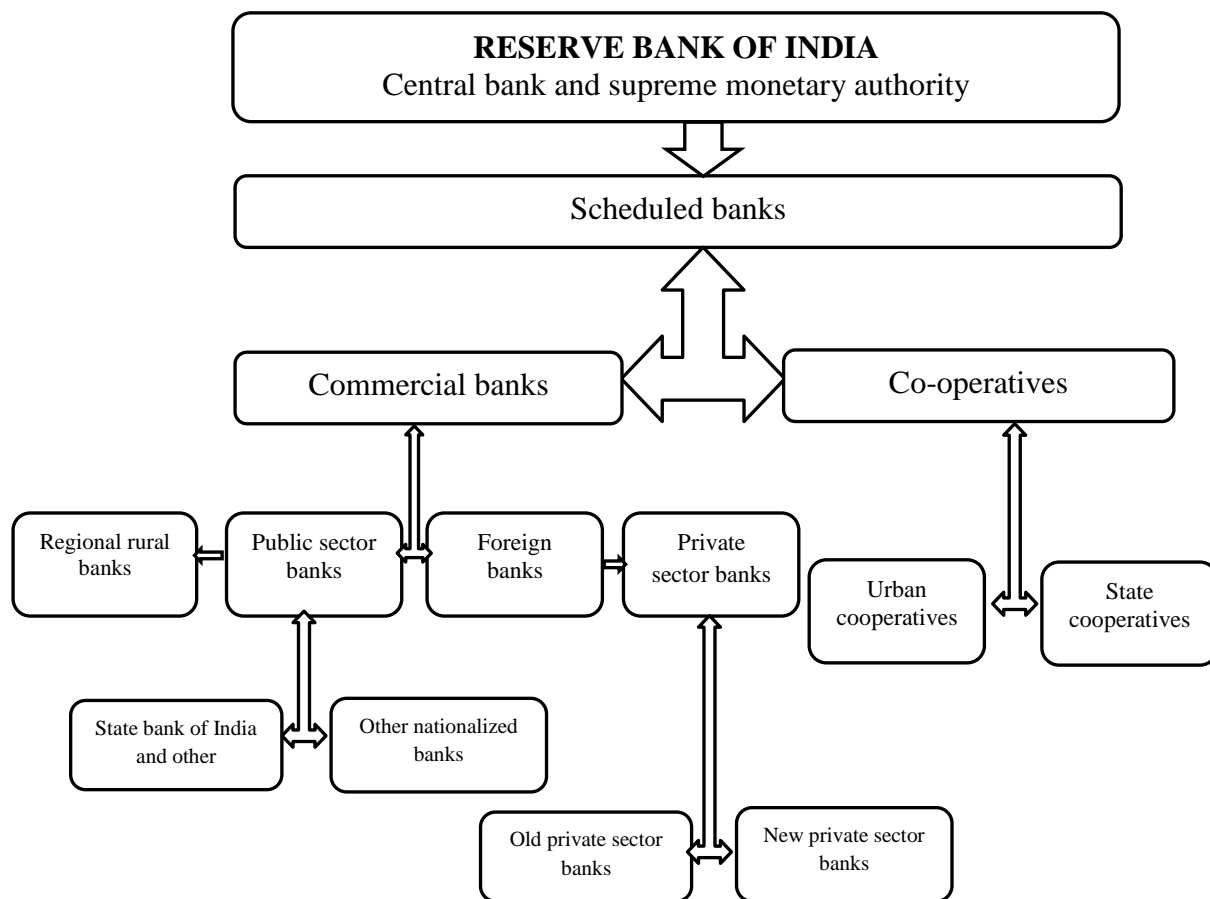


Figure 4.1 Indian banking structure

Indian banking industry is under the supervision and control of the central bank of India i.e. Reserve Bank of India (RBI). The banking sector is broadly classified into commercial banks and cooperative banks (Figure 4.1). The commercial banks structure in India includes scheduled and unscheduled banks. The RBI has categorized the scheduled commercial

banks as public sector banks, regional rural banks, foreign banks and private sector banks (old private and new private sector) for performance assessment.

Narasimhan committee report (1991) has changed the Indian banking sector completely and has proposed the internationally accepted practices. Following Narasimhan committee report (1991), to make banks business more competitive, the Indian government changed its policy and allowed the foreign banks to open their subsidiary branches in India. As a result of this public bank players were given more independence and private and foreign banks were allowed to enter the Indian market. This has resulted in the significant improvement in the financial health of the banks in terms of asset quality, profitability liquidity and risk management (Krebsbach, 2000).The economic reforms have generated the huge customer base and mix of players in banks (public, private and foreign banks).

4.2.1 Retail banks in India

“Retail banking is, however, quite broad in nature - it refers to the dealing of commercial banks with individual customers, both on liabilities and assets sides of the balance sheet. Fixed, current / savings accounts on the liabilities side; and mortgages, loans (e.g., personal, housing, auto, and educational) on the assets side, are the more important of the products offered by banks. Related ancillary services include credit cards or depository services” (Gopinath, 2005).

In the last few years, Indian economy has shifted from the manufacturing centric industry to service centric industry. A significant growth is acknowledged in the Indian banking industry. Among the banking segments, retail banks have emerged as the fastest growing segment and has become equivalent to mainstream banking (Gopinath, 2005). Retail banks have brought a drastic transformation in the overall banking scenario in India. This improvement is the results of the strong initiatives taken up by the public private companies.

The market power has shifted from the banks to the customer due to low entry barrier and blurring of product lines among the banks (Ryals and Payne, 2001). Retail banks in India has also become competitive in terms of service delivery and new product and they are directing towards the new strategy in the terms of service quality and try to differential

themselves from their competitors. They are offering various services such as account opening, debit card, credit card, ATM, internet banking, mobile banking, insurance, stock broking etc.

4.2.1.1 CSR and Indian banks

CSR initiatives in the Indian banking sector have been self-regulated from the last few years on the basis of voluntarily guidelines. The primary function of any bank is to collect saving from one hand and to invest them on the other hand. Further, towards the stakeholder obligation, banks have a wider societal role to play including the development of the context. The Reserve bank of India (RBI) has issued the notice to all the banks on December 20, 2007 for the CSR activities. The issues discussed in this notice are regarding sustainable development, CSR and non-financial reporting. RBI has highlighted the importance of the international initiatives such as Global Reporting Initiatives (GRI), The Equator Principal, United Nations Environment Programs (UNEP) statement by the banks on environment and sustainable development. However, in the Indian banks little systematic documentation of the socially responsible and sustainability practices is very less (Choudhary et al., 2011).

The Indian banking industry is adopting the integrated approach by combining the socially responsible activities with the consumer responses (Narwal, 2007). They are spending more on the priority areas such as education, health; rural development and environment (see Table 4.1). Previous studies have found that Indian banks differ in their CSR activities with respect to their incorporation period, market size, ownership structure, and size of employees (Singh and Aggarwal 2011). The key thrust areas of CSR activities towards the stakeholders done by the Indian banks are depicted in Table 4.1. Banks can improve their image through investing in socially responsible practices and are able to differentiate themselves from the competitor and at the same time reduce the cost, customer dissatisfaction and improve employee turnover rate.

Indian banking sector is very competitive and firms have started adopting CSR activities as a way to differentiate themselves from competition (Fatma et al., 2014). In addition, law (The Company Act, 2013) has mandated banking firms to invest two percent of their profits

on CSR activities. It thus becomes imperative for organizations to better know how their CSR activities are helping in building relationships with stakeholders. Whether the efforts made by banks through CSR activities have any effect on their clients' behavior is worth studying.

Table 4.1 Key area of Indian retail bank CSR initiatives

Activities	Description
Education	The banks are working hard for the promotion of education e.g. girl education, child education, Providing assistance to college/universities and opening vocational training center for unemployed youth.
Rural development	Banks are contributing towards the rural development by making their reach and access in the rural areas. They are offering special schemes for the rural customers. They are providing agriculture loan to farmers and designed policy for the inclusive growth.
Community development	The banks are working for the welfare of the society by promoting inclusive growth and have supporting the art and culture activity and infrastructure development.
Green initiative	Banks are contributing to sustainable development by adhering to environmental standards. They are promoting green initiatives like use of solar energy, tree plantation, rain water harvesting, printing on both sides of paper and many more.
Charitable donation to NGOs	Many banks have associated selves with the NGOs to better serve the society. They are donating money to theses NGOs and prime minister relief fund for the welfare of society
Self-employment training institute	Banks are opening self-employment training institute to empower the unemployed rural youth.
Financial literacy and credit counseling center	Banks are opening the financial literacy and credit counseling center for creating the financial awareness and solving the credit problem of the people.
Water and electricity	Banks are working hard for being the environment friendly; they

conservation	are preventing water leakage and recycling their operations to save the electricity.
Health care support	The banks are organizing the several health check camps (e.g. eye checkup, blood donation, dental checkup, vaccination of Disease) in the rural and semi urban area. They are providing assistance to people affected in natural calamities and working hard for the child nutrition.
Employees social welfare programs	The banks are providing the various employees benefits such as health and safety at workplace, gender equality in hiring, fair treatment etc.
Financial inclusion	The banks are employing their banking service to the weaker section of the society and low income group people. Under this scheme, banks are opening the new branches in the unbanked villages or areas.

Source Adapted from Fatma and Rahman, 2014

4.2.1.2 CSR initiatives of SBI and ICICI banks

This section discusses the CSR initiatives of the leading public sector (SBI) and private sector banks (ICICI).

4.2.1.2.1 SBI

To address the social and environmental concerns prevailing in the society, Indian banks have taken a step forward in solving these issues. State bank of India (SBI) is the first bank to start the green banking initiatives in its operations. The bank is implementing the carbon neutrality and motivating the clients to adopt the low carbon emission practices. The CSR initiatives of the banks touch the lives of millions of the needy people across the nations. The bank has making its commitment to the society by helping in providing the clean drinking water. In fact bank has denoted 42,000 water purifiers in the various schools located in backward areas. Responsiveness to the needs of the society and responsibility to meet those needs is ingrained in the ethos of the bank. CSR is not an isolated practice or initiative for the bank but runs through its entire business paradigm. CSR is embedded in

many of the business initiatives and has been practiced in State Bank of India since 1973, under community services banking covering various social, environmental and welfare activities. The bank has a comprehensive CSR Policy. The CSR spending of the banks in the last five years is expanding against its profit (Table 4.3).

Table 4.2 An overview of CSR practices of SBI and ICICI bank

Indicators	SBI	Amount (in crores)	ICICI	Amount (in crores)
CSR activities	Supporting healthcare	28.56	Elementary education	26.00
	Supporting education	41.20	Education and research	5.4
	Supporting sanitation	13.64	Healthcare	0.62
	Assistance during natural calamities like floods/droughts etc.	4.00	Financial inclusion	113.7
	Vocational training and livelihood	24.24	Skill development	1.57
			Environmental protection	3.2
	others	4.16	Donation to prime minister relief fund	3.78
		Clean energy	2.89	
CSR spending (31 March, 2015)	Total	115.80		155.47
CSR values	Community well-being		Sustainable livelihood	
CSR Motivation	Discretionary		Legitimacy	
Stakeholder concerns	Customers		Customers	
	Employees		Employees	
	Shareholder		Shareholder	
	community		community	
	Environment		Environment	
CSR reporting	Yes	Yes		

4.2.1.2.2 ICICI

CSR has been a long-standing commitment at ICICI Bank. The bank's contribution to social sector development includes several pioneering interventions and is implemented through the involvement of stakeholders within the bank and through the broader community. The bank established the ICICI Foundation for Inclusive Growth (ICICI Foundation) in the year 2008 with a view to significantly expand the activities in the area of CSR. Over the last few years ICICI Foundation has developed significant projects in specific areas, and has built capabilities for direct project implementation as opposed to extending financial support to other organizations. ICICI bank has recently announced participation of its 100th branch in the 'Swachh Bharat Abhiyan' taking part in the landmark campaign which was launched by the Hon'ble Prime Minister in 2015 to build consciousness about cleanliness in the country (ICICI annual report, 2014-15). The banks have also opened the training academy for providing vocational to youth for the economical weaker section of the society. This vocational training program will help in providing the sustainable livelihood to the youth. An overview of the banks CSR initiatives is given in Table 4.2 and the banks investment in CSR initiatives in the last five years is given in Table 4.3.

Table 4.3 CSR spending year wise

	Particulars	2010-2011	2011-2012	2012-13	2013-14	2014-15
SBI	Net profit (in crores)	7,370.35	11, 707	14,105	10,891	13,102
	CSR spending	65.98	71.18	123.27	115.89	155.47
ICICI	Net profit (in crores)	5,151.38	6,465.26	8,325.47	9, 810	11,175
	CSR spending	96.23	196.2	116.55	132.94	155.47

Source Developed by the researcher from SBI & ICICI annual report (2010-2015)

4.3 CONCLUSION

This chapter has presented the overview of CSR in the banking industry. Despite the fact of greater emphasis on CSR in the marketplace, there is a scant investigation of stakeholder

responses to these activities (McDonald and Rundle-Thiele, 2008). How the socially responsible activities of the banking sector are viewed by their stakeholders is unclear due to the limited amount of research on stakeholder responses to CSR (Rugimbana et al., 2008). So it is critical to comprehend the efforts made by banks to report their socially responsible activities. Studies on CSR exercises and banks are extremely limited (Carnevale et al., 2012), and no adequate framework is available to measure the banks effort toward CSR activities, and stakeholder evaluation and understanding of these activities (Scholtens, 2009). Next chapter presents the scale development process to measure CSR in the Indian banking industry.

RESEARCH METHODOLOGY

The present chapter provides a brief overview of the designed strategy that was applied for accomplishing the primary objectives of this study. The subsequent sections provide justifications for the research design and discuss the methodologies used for designing survey instrument, sampling, data collection and analysis those were applied for scale development, modeling, and moderation analysis.

5. INTRODUCTION

The increased interest of consumers for the activities associated with corporate social responsibility (CSR) seems to have an effect on purchase intention as is reported in a number of experiments that have been carried out in many studies (Sen and Bhattacharya, 2001; Tian et al., 2011). Despite the significant interest of consumers in CSR activities, in reality, it plays only a minor role in the purchase decision (Mohr et al., 2001). The role of CSR activities stated in the study by Mohr et al. (2001) questions the findings of the previous studies based on experiment research, where it is suggested that consumers take into account the CSR activities when making a purchase decision. The reason for this discrepancy or shortcoming in this stream of research is that many studies have been conducted in experimental settings where artificial awareness of CSR is induced (Becker-Olsen et al., 2006; Dean, 2003; Lichtenstein et al., 2004). Another probable reason can be the social desirability bias, because while consumers are asked about their willingness towards socially responsible behavior, they tend to show their motivation, however, while considering real consumption, only a few takes CSR activities into account (Mohr and Webb, 2005).

On the basis of the review of previous literature and discussion with academic experts, the proposed model was developed for the present study (Figure 5.1). This model was used for identifying the relationship between corporate ability and CSR and their influence on consumer purchase intention. The proposed model consisted of five dimensions of CSR and

three dimensions of corporate ability (Figure 5.1). A well-defined scale development procedure as suggested by Churchill, (1979) was adopted for the development of CSR scale. The nomological validity of the CSR scale was examined by testing the relationship between the CSR, corporate ability and consumer purchase intention. Many studies in the available literature offered a theoretical justification and empirical evidence related to the relationship between CSR and purchase intention (Tian et al., 2011) as well as between corporate ability and purchase intention (Berens et al., 2005). The results and analysis of the proposed model is presented in chapter 7.

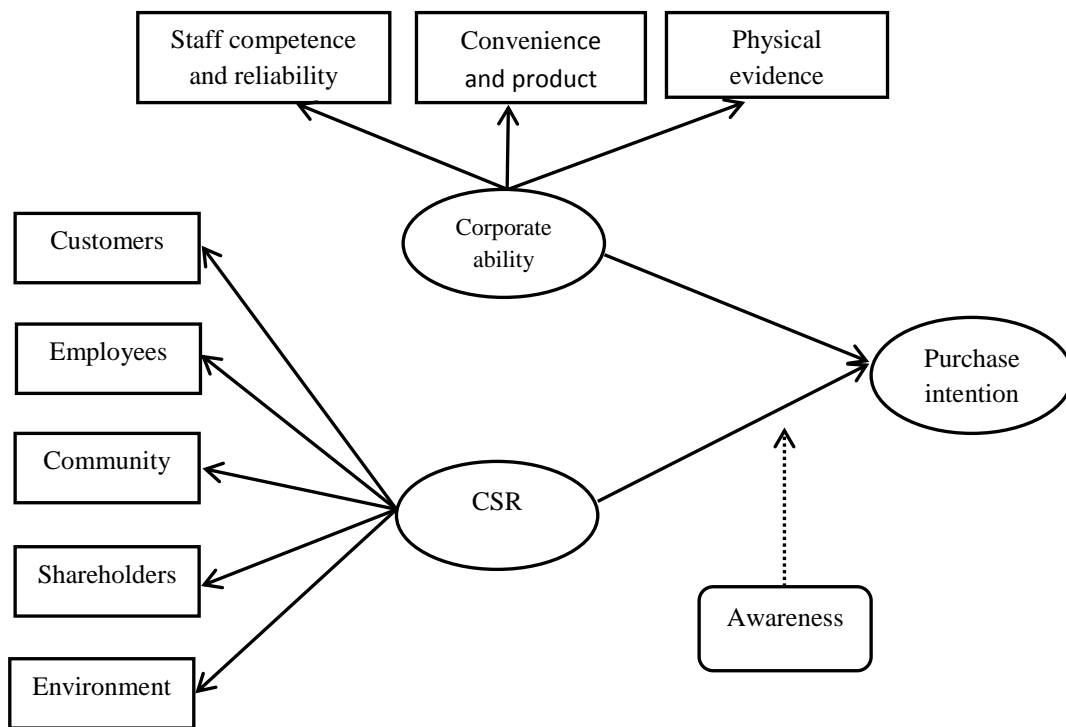


Figure 5.1 Proposed research model

Note: ———> Direct effect > Moderating effect

5.1 RESEARCH METHODOLOGY

The aim of the research methodology is to guide the researcher at every stage of the research process for attaining the objectives of the study. It acts as a baseline to answer the research question. The steps of the research methodology followed in this study are shown in Figure 5.2. These steps include adoption of research design, methodology involved in

data collection, designing of method for sample collection, employing of technique for developing scale, and procedure of data analysis. These steps are discussed in details in this chapter.

5.2 RESEARCH DESIGN

Research design is a framework or blueprint for conducting the marketing research project (Malhotra and Dash, 2010). It is a “logical sequence that connects the empirical data to the study’s initial research questions and ultimately its conclusion” (Yin, 1994). Research design can be classified in three categories that are exploratory, descriptive, and causal (Malhotra and Dash, 2010). All the three types of research design were applied for achieving the research objectives of the present study. First, the exploratory research design was used for understanding and defining the research problem. Exploratory research included a thorough study of literature related to CSR activities in banking context as well as interviewing various experts from both industry and academia. This research design was used for achieving the first objective of the study, that is, scale development. It also included an identification of the dimensions and items for measuring the CSR activities in Indian banks. The detailed discussion of scale development procedure is given in chapter 6.

Second, the descriptive research design was employed in this study for determining the degree of association between variables and for carrying out survey. The present study used multiple cross-sectional research design, which entails data collecting from different sample only once. Descriptive research in comparison to exploratory research design deals with the necessity of a clear statement of the problem, specific hypothesis, and detailed information (Malhotra and Dash, 2010). In the present study, data was collected on different samples at different stages and the sample even included bank employees at different managerial levels and consumers.

Third, the casual research design was employed in this study for understanding the cause and effect relationship. Specifically, this design helps in comprehension which variables are the cause and which variables are the effects of a element. In the present study, corporate ability (CA) and CSR are the independent variables and purchase intention is the dependent variable as shown in Figure 5.1. To identify the nature of relationship among the variables, a causal research design was employed.

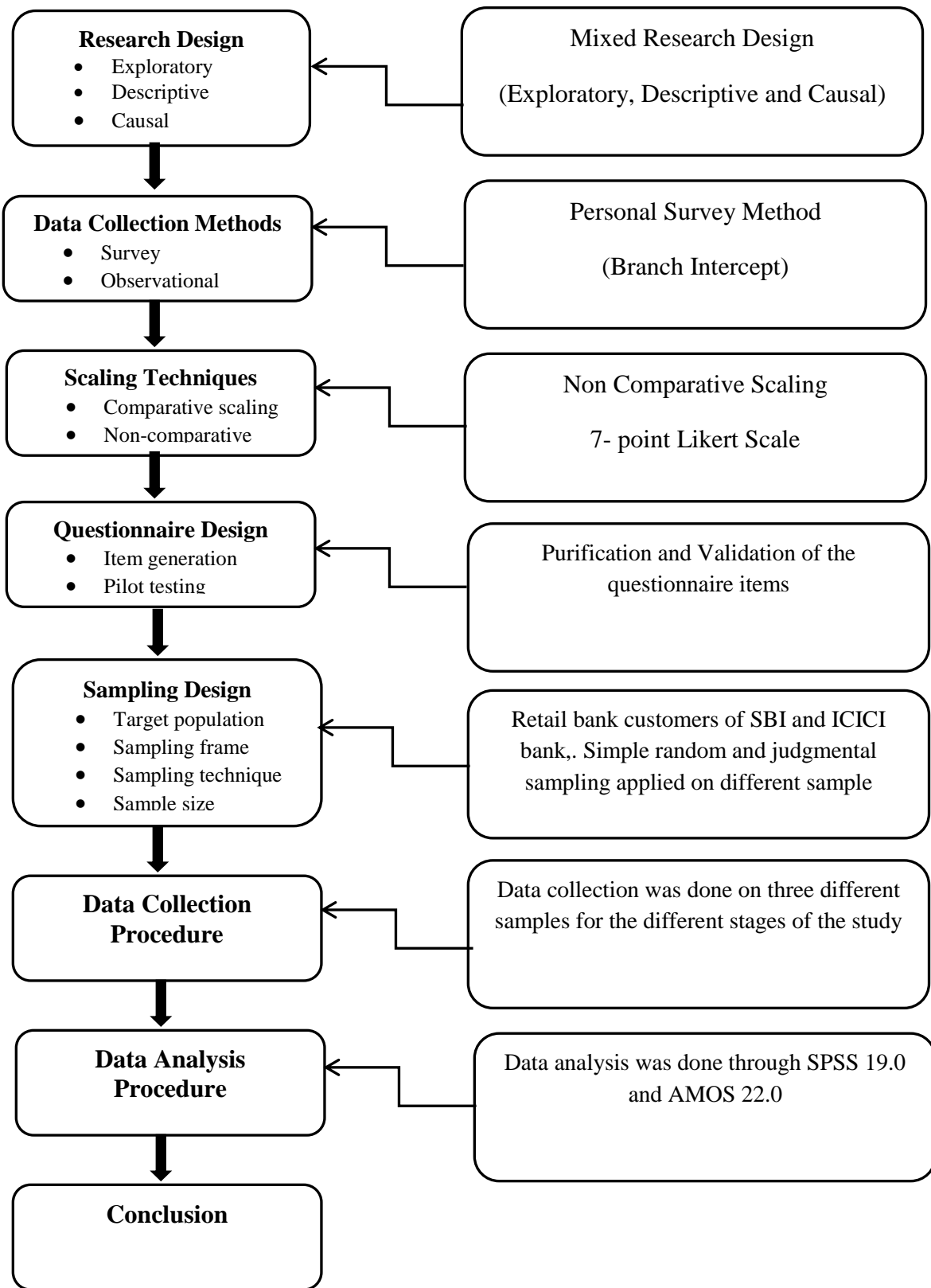


Figure 5.2 Overview of the research methodology

In the present study, the cause and effect relationship among variables was identified and validated (see chapter 7). In short, a combination of all the three research designs (exploratory, descriptive and causal) was used in the present study. By applying both the subjective and quantitative exploration procedures, the nature of the issue and the relationship between the variables were identified. The mixed research design was adopted because it offers a more holistic and systematic view of the research problem. These research designs complemented each other in nature and supported one another for attaining the objectives of the present research (Amartunga et al., 2001).

5.3 RESEARCH OBJECTIVES AND RESEARCH QUESTION

The present study aimed at fulfilling the underlying research objectives and questioned that were identified for addressing the problem statement in question. Following are the description of various research objectives (Figure 5.3).

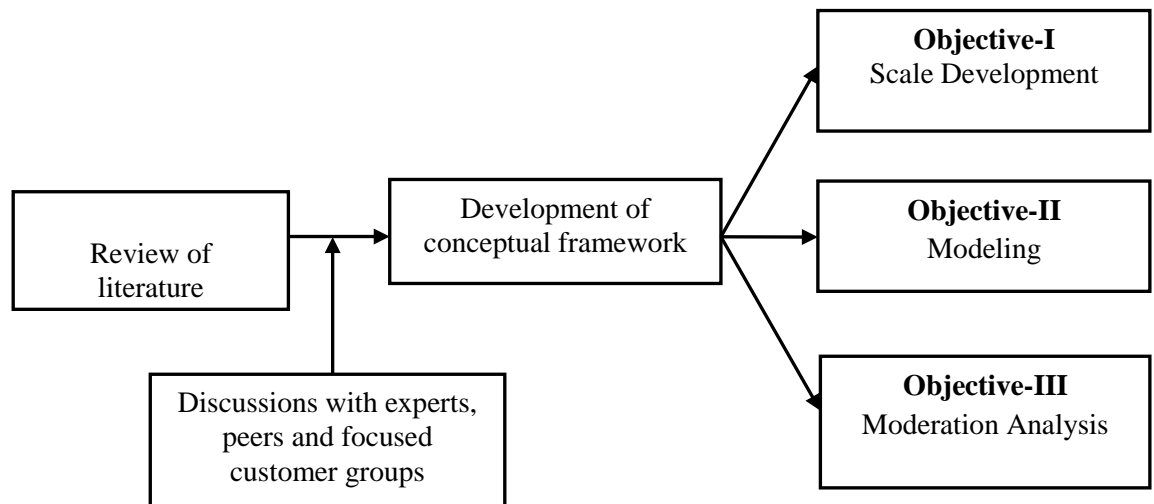


Figure 5.3 Design strategy of research

Objective 1: To develop a scale for measuring the CSR activities in the Indian banking industry.

CSR is commonly measured as a one-dimensional construct (Marin and Ruiz, 2007; Lichtenstein et al., 2004) comprising of legal and philanthropic responsibilities. Few studies have adopted the multi-dimensional perspective for measuring CSR (Maignan, 2001;

Garcia de los Salmones et al., 2005; Decker, 2004) which reflects more clearly the different theoretical dimensions. Most of the studies on this issue are theoretical in their approach because it allows the researchers and practitioners for understanding the normative case of CSR. However, until now studies based on the perception of internal stakeholder are scarce. In this study, the researcher proposed a CSR measurement scale from a broader perspective based on the stakeholder framework which were used in some recent studies (Turker, 2009; Mercer, 2003). Therefore, a scale was developed for measuring the CSR activities of the Indian banking organization from the stakeholder point of view.

Following Churchill's (1979) scale development process, a multi-item scale was developed for measuring the CSR activities of Indian banks. The multi-dimensionality of the scale was determined based on the previous literature and discussion with industry experts, academic experts, and consumer group. On the basis of the above mentioned activities, various dimension and their items relevant for banking context were identified. According to the suggestion given by Churchill (1979), the scale development process includes item generation, data collection, content validity, reliability and validity testing as shown in Figure 5.4.

In the scale development process, the first step constituted generation of a pool of items through literature survey, experts' opinion, and group discussion with peers. The second step constituted data collection for the pilot testing ($n = 50$). The third step determined content and face validity of the items, which was followed by the questionnaire development for the main survey. The data was collected by following personal survey method. The fourth step, constituted the measure purification process that included three main activities: (i) EFA (ii) CFA and (iii) the initial evaluation of scale reliability, convergent and discriminant validity of items (Churchill, 1979). EFA was done using the principal components extraction and Varimax rotation methods (Costello and Osborne, 2005). On the basis of the EFA results, items with factor loadings < 0.4 , cross loadings > 0.4 , or communalities < 0.3 were items that were considered for deletion by candidates (Hair et al. 2010). CFA was applied in AMOS 22.0 to improve the congeneric properties of the scale by following an iteration process based on CFA results (Arnold and Reynolds, 2003). Subsequently, the items were assessed for reliability and discriminant validity by

using appropriate indices. A detailed discussion on the scale development procedures is mentioned in chapter 6.

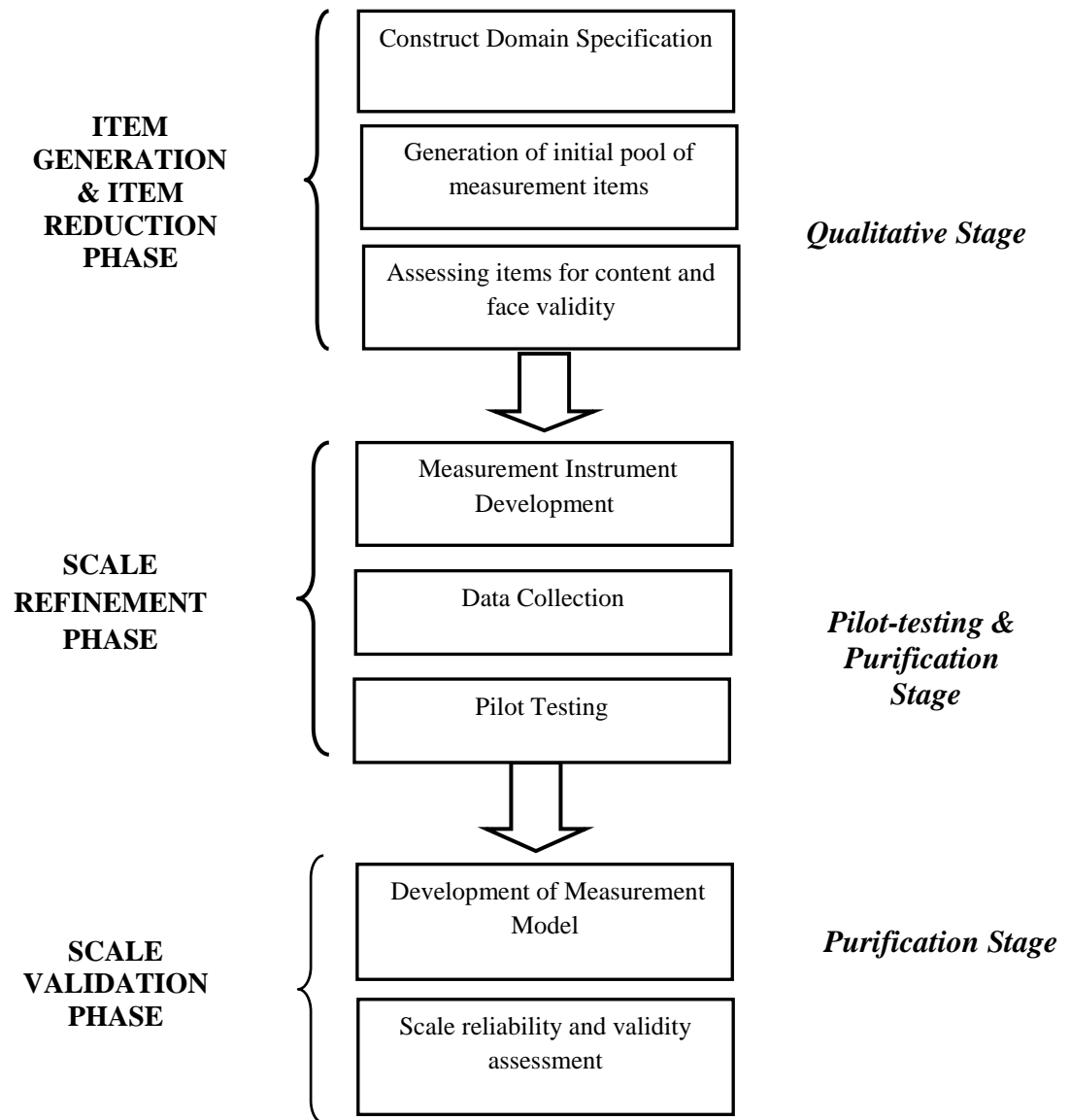


Figure 5.4 Scale development procedure

Objective 2: To examine the path demonstrating the relationship in the proposed theoretical model, specifically for understanding the effect of corporate ability and corporate social responsibility on consumers' purchase intention in Indian banks.

This objective was addressed through a modeling procedure which required the validation of a conceptual model. On the basis of the previous literature, the path demonstrating the

relationships among the variables was hypothesized. In this relationship, all the hypothesized path were expected to be positive. In the proposed model, purchase intention is influenced by perceived corporate ability and CSR association. The structural equation model (SEM) was estimated using AMOS 22.0. The overall fitness model was evaluated based on discrepancy functions, comparison of target model with the null model, goodness of fit measures, and non-centrality fit measures. The acceptable fit indices do not necessarily imply that the relations are strong; therefore, standardized path loadings must be significant.

Objective 3: To explore the moderating role of awareness of CSR activities on consumers' purchase intention.

Consumer awareness of CSR activities is necessary for affecting consumer purchase intention (Wigley, 2008; Mohr et al., 2001). Despite this fact, previous studies have not considered awareness as an influencing factor. "Past studies have assumed awareness of CSR or created it by providing examples, then measuring consumer responses" (Mohr et al., 2001, p. 48). Consequently, the level of consumer awareness of CSR activities was tested in artificial settings, and it remained unclear whether the consumer is actually aware of such activities by leaving a gap in our understanding. Many researchers (e.g. Mohr et al., 2001; Pomering and Dolnicar, 2009) have given a call for examining the level of consumer awareness about the CSR initiatives in a real scenario. The objective addressed this call and contributed to the extant literature by examining the moderating effect of the level of consumer awareness on bank CSR initiatives about purchase intention.

In order to develop a better understanding of the level of consumer awareness of CSR activities, a moderation analysis was done for examining the effects of the level of consumer awareness on purchase intention. For this purpose, the difference between levels of consumer awareness was considered, and multi-group analysis were done (see Figure 5.5) to find out whether significant difference in the purchase intention could be found on the basis of consumer awareness levels of CSR activities. Subsequently, groups were assigned for the moderation analysis, and a multi-group analysis was done in AMOS 22.0 to find out whether the difference in the Chi-squares value between a constrained and an unconstrained model was significant, as well as to find out the moderation because it is

based on the chi-square value that must be significantly higher for a constrained model than that of an unconstrained model (Hair et al., 2010).

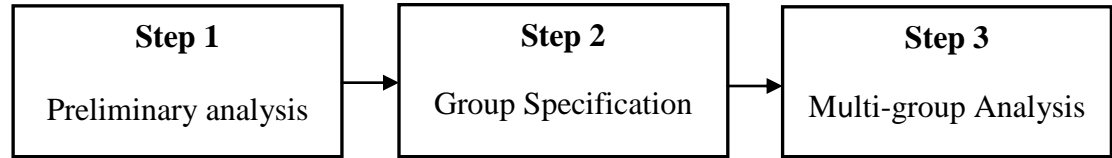


Figure 5.5 Moderation analysis process

5.4 SCALING TECHNIQUES

“Scaling involves creating a continuum upon which measured objects are located” (Malhotra and Dash, 2010). Scaling techniques can be classified in two types, which are comparative and non-comparative scales. For measuring the consumer responses to CSR in Indian banks, the data was collected through a structured questionnaire for the different phases that include scale development and scale refinement. The personal survey method was used for collecting data of the different branches of the bank. All the items were rated using a non-comparative seven point Likert scale (1 = strongly disagree to 7 = strongly agree). The advantage of using a non-comparative Likert scale is that the scale is easy to follow and is widely used in marketing research (Malhotra and Dash, 2010).

5.5 QUESTIONNAIRE DESIGN

The survey instrument consisted of five sections. The first section involved gathering of the respondent’s demographic information. The second section captured the consumer’s perception about the CSR activities. The third section captured the items related to banks corporate ability. The fourth section consisted of questions related to the purchase intention. The fifth section comprised of items that measured the consumer awareness of CSR activities.

In the present study, structured questionnaire were administered to a group of respondents. A multi-item questionnaire was designed through a scale development procedure. Questionnaire design was started with the generation of initial pool of item through a review of existing literature and discussion with academic and industry experts. Initially, 70

items were generated based on the five dimensions of CSR. The scale purification and validation was done by carrying out multiple tests, and resulted in 17 items five factor solution for the CSR scale. The scale was also elaborated for the final validation of the structural model. In addition, the questionnaire contained items related to companies' corporate ability and some socio demographic questions related to respondent's intention about making transaction with the banks were also added. Consumer awareness of CSR activities was measured with two item scale which is based on the study of Pomeroy and Dolnicar (2009).

5.6 SAMPLING METHOD

The subsequent step after the questionnaire design is to select the suitable sample for the data collection to achieve the objective of the study (Churchill, 1979). Sampling plays a vital role in data collection, as it distinguishes the population group which is similar in nature as well as highlights certain traits of the main population that is in line with the research area. Therefore, the reliable information can be obtained through a representative sample. In order to design the sample of this study, the researcher followed a five step process of sampling design. These steps include identifying the target population, determining the sample frame, selecting the suitable sampling technique, determining the adequate sample size, and finally executing the whole sample process (Malhotra and Dash, 2010). There are many techniques for the sample designing which can be applied as per the requirement of the study. These techniques can be classified into two categories, that is, probability and non-probability sampling techniques.

Our study is based on the objective of examining the Indian bank's involvement in CSR practices and the ways in which these practices are influencing the consumer's behavior. Therefore, the sample involved in this study comprises of banks' consumers.

5.6.1 Target population

The target population is described in terms of the elements, sampling units, extent and time (Malhotra and Dash, 2010). For the present study, the description of the target population is given below.

5.6.1.1 Elements

In the present study, the elements of the target population are both the employees and customers of the bank.

5.6.1.1.1 Bank employees

The information about the banks involvement in CSR practices was taken from the employees of the banks. These employees include the top level manager (e.g. branch manager), middle level manager (Specialist officer), junior level managers (Probationary officers), and clerks of the bank. The reason for selecting the employees is to get the insight about the banks' involvement in various CSR domains and the strategic importance of the CSR issues. Furthermore, it is crucial to know about the extent of responsibility that the banks are fulfilling towards the various stakeholders. The implementation of the CSR practices is possible with the awareness of the employees.

5.6.1.1.2 Bank consumers

The second respondents for the present study were the consumers of the retail banks. The consumers included in the sample were those having an account in the bank from the last one year during the time of survey. The account holders were considered to be the representatives of those people, who are the main users or makers, and these representatives are equal to 520 million account holders in India, as per the data supplied by the World Bank report (Business Today, 2015).

5.6.1.2 Sampling units-*why retail banks?*

In the present study, among four banking business segments shown in Figure 4.1 of Chapter 4, the retail banking segment of India is considered as a sampling unit. The reasons are as follows:

The proposed framework is tested in the banking sector that is considered as highly sensitive industry and involves a complex decision making process because of the intangible nature of the services, and customers desire to establish a long term relationship with the company. In contrast to the other industries, financial institution has a marketing

advantage because it is based on the relationship of customers and service providers. The customers, who take service from these service providers, are willing to establish a long term relationship. Moreover, this sector is proactively engaged in CSR and has become the main investor in these activities across the globe (Ogrizek, 2002; Decker, 2004).

Banking is a high involvement services for the consumer, because the services provided in this sector are infrequently purchased by the consumer and so the area is prone to risk (Pomering and Dolnicar, 2009). In this case, the purchase does not take place on daily basis; rather it is the customer’s decision to establish a relationship with a bank. As a consequence, banking customers engage in the complex decision making process. Before making any investment in high involvement services, it is important for consumer to process information prior to making a purchase decision, and in that case, CSR should have a significant influence in the formation of an image in the customer’s mind. Both the commercial ability and marketing association along with its CSR make the financial business an interesting case to study.

5.6.1.3 Time

In the present study, approximately eight months’ time duration was spent for the data collection. Data was collected for different samples of respondents at a different time period as shown in Table 5.1. For the pilot testing, data was collected in the last week of December in 2012. For the validation, data was collected from January to March, 2013. For the validation of the structural model, data was again collected from April to July, 2013.

Table 5.1 Time period for data collection

Stages	Time period
For pilot testing	22 Dec to 29 Dec, 2012
For initial validation	Jan to Mar 2013
For final validation	April to July, 2013

5.6.1.4 Delhi- NCR

In this study, the researcher selected Delhi and NCR region for collecting data to a large extent because of the following reasons:

Reserve bank of India has classified the population into four groups, such as rural (population less than 10,000), semi-urban (10,000 and above but less than 1 lakh), urban (1 lakh and above but less than 10 lakh) and metropolitan (10 lakh and above) (<https://www.rbi.org.in/>). The researcher considered the Delhi and NCR region because the diverse population here comprises of people from the above mentioned groups. According to the UN report (2014), Delhi is the second largest city in the world after Tokyo. In terms of population, Delhi is amongst the ten most populated cities in the world and the second largest city in India after Mumbai (Aneja et al., 2001). It covers the metropolitan population group and also it's nearby urban area commonly known as National Capital Region (NCR). According to the annual report (2013–14) of NCR planning board, NCR is an interstate region which covers an area of about 34,144 sq kms that include areas under the territorial jurisdiction of many participating states, that is, Haryana, Uttar Pradesh, Rajasthan, and National Capital Territory (NCT) of Delhi (Table 5.2). NCR accounts for about 1.60 percent of the country's land area. Population of NCR in 2011 was 21,753,486. NCR is the most populous metropolitan area in India followed by Mumbai and Kolkata (NCR annual report, 2013-14). Among the NCR region, seven sub regions of NCR are having population of 10 lakh and above. These seven districts or sub-regions have been taken for the further analysis as shown in Table 5.3.

Table 5.2 Sub- regions of Delhi and NCR

Sub-Region	Area in Sq. KMs	% area of the NCR	Name of the Districts
Haryana	13,428	39.3	Faridabad, Gurgaon, Mewat, Rohtak, Sonapat, Rewari, Jhajjhar, Panipat and Palwal
Uttar Pradesh	10,853	31.8	Meerut, Ghaziabad, Gautam Budha Nagar, Bulandshahr, Hapur and Baghpat
Rajasthan	8,380	24.5	Alwar
NCT of Delhi	1,483	4.4	NCT of Delhi
Total	34,144		

Source NCR annual Report 2013-14

Delhi officially known as the Capital of India has the advantage of cosmopolitan society where there are people from every corner of India. This makes the city multi-linguistic and multi cultured. The gross domestic product (GDP) of Delhi is increasing steadily over the

last few years. The GDP was Rs. 3.65 lakh crores in 2012–2013 as against Rs. 3.10 lakh crores in 2011–2012 (Economic Times, 2014). According to the Census (2011), population of Delhi was estimated to be 1.67 crores, showing an increase of over 21 per cent during the period from 2001 to 2011, which demonstrated an increase above the national average of about 17 per cent. The total population of NCT of Delhi stands at 16,787,941, out of which 53.53 per cent (8,987,326) are males while 46.47 per cent (7,800,615) are females. This highlights that Delhi has extensive client base and more banks have the capacity to focus on Delhi as an objective business. Delhi is an economically developed city of India, so the residents have enough experience to answer the question about the CSR activities (Fatma et al., 2015). Among the NCR region, the seven districts have been taken as shown in Table 5.2. These sub regions of NCR are having population of 10 lakh and above.

5.7 SAMPLING FRAME

“A sampling frame is a representation of the elements of the target population. It consists of a list or set of directions for identifying the target population” (Malhotra and Dash, 2010). In the present study, banking companies are the target sector. The criterion used for the selection of sample is the amount of spending in CSR activities (Fatma and Rahman, 2016). A recent report by proxy advisory firm Institutional Investor Advisor Services (IiAS) states that the largest CSR spender in the year 2012–2013 among banking companies includes ICICI bank and State bank of India (SBI), (Business Today, 2013) in which the former is private sector bank and the later is public sector bank . Public sector banks are large and attempting to ensure their market share, shedding age-old practices and presenting the most recent innovation. Then again, private area banks began with a new beginning, most recent innovation and best practices. These banks spent the maximum amount on CSR activities in the year 2014–2015. The total amount spent on CSR activities by ICICI and SBI in the financial year 2014–2015 is Rs. 155.47 crores and Rs. 115.80 crores, respectively.

Table 5.3 Total number of branches of SBI and ICICI bank in Delhi and NCR

State	SBI (No. of branches)	ICICI bank (No. of branches)	Total
Delhi	304	164	468
NCR region			
Faridabad	13	9	22
Gurgaon	21	27	48
Ghaziabad	28	14	42
NOIDA	27	14	41
Sonepat	3	4	7
Greater NOIDA	4	3	7
Meerut	31	11	42
Total	431	246	677

Furthermore, SBI is one of the most socially responsible brands as is evident by the number of awards bagged in CSR domain, some of which are Socially Responsible Bank—Magna Awards 2015 by Business World Magazine, Excellence & Leadership in CSR—Golden Globe Tigers Awards by World CSR Day, Innovations in CSR Practices—Golden Globe Tigers Awards by World CSR Day, Golden Peacock Award for CSR by Institute of Directors, New Delhi, Environmental Sustainability Award 2014 by BFSI Magazine, Asia Sustainability Excellence Award 2014 by World CSR Congress, Best in Class Corporate Social Responsibility Practices Awards 2014 by CMO Asia (SBI annual report 2014-15). The ICICI bank has also won the first runner up awarded for the ‘Best Financial Inclusion Initiative’ in the year 2015 (ICICI annual report 2014-15). In addition, these two banks rank among the biggest what's more, profitable banks in India; besides the banks have solid and critical retail presence.

A total number of 677 branches of both the banks (SBI -431, and ICICI bank -246) were identified in Delhi and NCR region for conducting this study. A summary of branches is given in Table 5.3.

5.8 SAMPLING METHOD

In this study, sampling was done for the selection of the sample population and elements. In the first stage, sampling was done on the basis of total number of branches of all the banks. The total number of branches of the selected banks was 677. Among them 102 branches of both the banks was selected through a simple random sampling technique for this study. Simple random sampling is a probabilistic sampling technique in which each elements has an equal chance to get selected. This sampling technique is adopted because it is an easily understandable sampling technique and the results appearing through this technique can be projected easily (Malhotra and Dash, 2010).

In the next stage, sampling was done on both the finite and infinite population. The finite population includes the employees and infinite population includes the consumers of the banks. For the initial validation, the researcher applied the simple random sampling technique for the selection of samples. For the final validation of the structural model, non-probabilistic sampling procedure was chosen (Trespacios et al., 2005). Particularly convenience sampling method was used, as the author does not have access to the actual number of bank clients in the Delhi/NCR region, and it was not possible to determine the probability of any element chosen from the sample. For such reason, the researcher embraced some criteria to choose the respondent, so that the picked sample gives off an impression of being representative of the population of interest. The information was gathered from those clients who have satisfied the criteria of judgmental procedure. The criteria included that the customer must have an account in the bank from the last year. The customers mentioned above were individuals above 18 years of age who had an account in the chosen bank from the last one year at the time of survey. This made it possible to gather information from customers having enough experience with the bank. Each and every other customer entering the branches was inquired to fill the questionnaire.

5.8.1 Sample size

The decision regarding determining the appropriate sample size rest upon the several qualitative issues such as nature of research, importance of decision, number of variables, number of analysis, sample size considered in similar studies, completion rates, incidence

rates, and resource constraints, etc. (Malhotra and Dash, 2010). In view of the sample size, different researchers have varying opinion (Hair et al., 2006). Nunnally (1967) suggested that in SEM estimation “a good rule is to have at least ten times as many subjects as variables”. The justifications for this rule of thumb appear in several studies (Kahai and Cooper, 2003; Chin, 1998). Bollen (1989) stated that “though I know of no hard and fast rule, a useful suggestion is to have at least several cases per free parameter”. Bentler (1989) suggested a 5:1 ratio of sample size to number of variables also comes under the acceptable limits. According to the traditional rule, 10 to 15 responses per variable should be considered in the study. Further, Comrey and Lee, (1992), suggested that 300 is an adequate sample size, whereas a sample size of 100 is poor and 1000 is excellent. Kass and Tinsley, (1979), prescribed that the sample size of 5 to 10 respondents per variable with total of 300 responses is appropriate. Tabachnick and Fidell, (2001), suggested that the sample size for applying factor analysis should be at least 300 cases. To verify the internal consistency of the developed scale, a minimum sample size of 100 to 200 respondents is considerable (Spector, 1992). Hair et al. (2006), suggest that studies using Structural Equation Modeling (SEM) should have a sample size of at least 100 to 150. Further, for multiple correlations many researchers supported the sample size formula given by Green (1991).

The study aimed to develop a measurement model and structural model which were carried out on different sample elements as discussed in Sections 5.8.1.2 and 5.8.1.3. The appropriate sample size for each of these phases was calculated in the subsequent sections.

5.8.1.1 Sample size for pilot testing

The pilot testing was conducted on a limited number of respondents; this step is considered only for the preliminary assessment of the scale. Thus, the sample size selected for this stage was only 70, in which 50 responses were found useful for the final analysis.

5.8.1.2 Sample size for measurement model

Hair et al., (1998) suggested that sample size could have an effect on the desirability of the results. The desirable ratio should be in the range of 10 to 15 for each independent variable. Therefore, in such case, the present study adopted a benchmark of 10 to 15 per cent

observations for each variable on the basis of judgmental non-probabilistic sampling technique. Moreover, this sample size fulfills the traditional rule of 10 to 15 participants per variable and Nunnally's (1970) recommendation of 10 times higher than measurement items. The measurement item (23 items *15 observation) resulted in 345 case. Following this, the sample size determined for this stage was 345. The sample size was comparatively favorable with the sample size of other studies related to scale development, such as Kim et al., (2012) and Maignan and Ferrell, (2000).

5.8.1.3 Sample size for structural model

For the final validation, data was collected on the new sample of customers of the same branches surveyed in purification stage. Because of large customer base of all the two banks, that is, SBI and ICICI, it has become very tedious to decide the sample size of the scale for validation. When the size of population is greater than 50,000, then it comes into the category of infinite population (Godden, 2004). Therefore, in the present study, the formula of calculating the minimum sample size (n) for infinite population is given in Equation 1 which is presented below.

$$n = \frac{z^2 p(1-p)}{CI^2} \leftarrow \text{Equation 1}$$

Where, n= minimum sample size,

Z= critical standard score obtained from normal distribution table,

p = proportion of the population, and

CI= confidence interval

Since no estimate for p was given, 50 % value has been considered because it creates the largest standard error and produces better precision (Malhotra and Dash, 2010).

According to Krejcie and Morgan, (1970), 3 to 5 percent margin of error is acceptable. In the present study 4 percent margin of error has been considered.

Z=1.96 for a 95 percent confidence level (using Normal distribution table)

Therefore solving the Equation 1

$$n = \frac{(1.96)^2 0.5(1-0.5)}{(0.04)^2} = 600.5$$

Therefore, after substituting the values in the formula, the minimum sample size yielded for the main study was $600.5 = 600$. Thus, the sample size for study was decided between 319 to 600 respondents. For the present study, the final sample size was decided to be 678. The review of previous studies showed that the range of sample size must be from 130 to 781 (Table 5.4). So, the sample size of this study was compared with the other previous studies.

Table 5.4 Review of previous studies

Authors/Years	Sampling Type	Sample Size	Data collection method	Statistical Technique
Sen and Bhattacharya (2001)	Non random sampling	277	questionnaire	ANOVA
Maignan, I. (2001)	Non random sampling	528	questionnaire	ANCOVA
Luo and Bhattacharya (2006)	Non random sampling	493	Self-administered questionnaire	SEM
Perez et al., (2013)	Non random sampling	781	questionnaire	SEM
Poolthong and Bhaatacharya (2009)	Non random sampling	300	questionnaire	SEM
Oberseder et al., 2013	Non random sampling	483	questionnaire	EFA, CFA, SEM
Gatti et al., (2012)	Non random sampling	130	questionnaire	SEM
Bigne et al., (2012)	Random sampling	299	questionnaire	SEM
Skarmeas and Leonidou (2013)	Random sampling	504	questionnaire	SEM
Lii et al., (2013)	Non random sampling	480	questionnaire	MANOVA

5.8.2 Sample units

In this study, the sampling was done on both the number of branches and number of customers. The total number of branches in Delhi region was almost 10 times higher than other regions (Table 5.3). To identify the number of target branches, the procedure followed was in line with the study done by Lanka et al., (2009), that is, a 15 percent of total number of branches. So, the total number of branches considered in this study is 677, as is specified in Table 5.3, and therefore, 15 percent of 677 branches was 102 ($677 \times 0.15 = 102$) (Table 5.5). These branches were selected assuming that per branch consisted of 5 to 7 respondents.

Table 5.5 Selected number of bank branches

State	SBI (No. of ranches)	ICICI (No. of branches)	Total
Delhi	45	24	69
Faridabad	2	1	3
Gurgaon	3	4	7
Ghaziabad	4	2	6
NOIDA	4	2	6
Sonepat	1	1	2
Greater NOIDA	1	1	2
Meerut	5	2	7
Total	65	37	102

5.9 DATA COLLECTION PROCEDURE

In the present study, data was collected multiple times at different stages from different set of respondents. These are scale refinement (pilot testing), purification, and validation phase.

5.9.1 *For pilot testing*

For pilot testing of the questionnaire, data was collected from doctoral and MBA students in the month of December, 2012. Although students do not represent the sample units of the analysis, they have frequently been used in previous research on financial issues for the pre-test (Voßlckner and Sattler, 2006; O’Cass and Grace, 2004). This group is specially considered vital for analyzing the target group of the bank (van Heerden and Puth, 1995). The students were approached in the institute campus. In total, 50 useable responses were gathered from the students in one week. Among the 50 respondents, 33 (66.0 percent) were male and 17 (34.0 percent) were female. The age of the respondents ranged from 17 to 35 years. Of these 14 (28 percent) respondents were pursuing graduation, 18 (36 percent) were pursuing post-graduation, and the remaining 18 (36 percent) were pursuing doctoral programs.

5.9.2 *For purification and initial validation*

For the purification and validation of the scale, data was collected from the employees working at the different positions in the bank. According to Maignan (2001) the reason behind collecting data of employees in bank is that “consumers within a similar workplace environment seemed to provide some assurance of sample comparability in terms of social status, education and lifestyles” (p. 65). Banking employees may not represent the population, but they are a good subset of the middle-income population. The data collected in the month of January, 2013, was based on branch intercept method and the cluster-wise collection began with Delhi and NCR.

For gathering responses, a questionnaire was handed over to the employees, who were selected on convenience basis. Before handling over the questionnaire, the purpose of the study was explained to the prospective respondents. The respondents were assured that their answers would be kept anonymous. After getting back the filled questionnaire, it was checked by the researcher whether there was any missing information. If any information was found missing, the respondents were requested to complete it. The questionnaires were distributed by personally visiting different branches of all selected banks during working hours. So, the researcher visited only two to three branches per day. With the aim of

achieving 100 percent response rate, the researcher waited there until the desired responses were collected. The demographic profile of the sample is given in Table 5.6.

Table 5.6 Sample demographics

Variable	Sample	%
Gender		
Male	230	72.10
Female	89	27.89
Size	319	
Age		
18-35	90	28.21
36-50	160	50.15
51-65	69	21.63
Qualification		
Intermediate	49	15.36
Bachelor's degree	78	24.45
Master's degree	140	46.39
Professional degree	52	16.30
Position in bank		
Clerk	63	19.74
Junior manager	84	26.33
Middle level manager	146	45.76
Senior manager	26	8.15

5.9.3 For final validation

For the validation of the scale, data collected earlier from those banks were again considered. The same procedure was applied for the collection of data. The validation of the scale included repeating the CFA on an independent sample of respondents. The researcher got 90 percent response rate till July, 2013, which was sufficient for the validation of the sample. Hence, keeping in mind the time and monetary constraints, the data collection procedure was terminated in the end of July, 2013.

The aim of this study was to cover all the groups of respondents that included rural, semi-urban, urban, and metropolitan as discussed in section 5.6.1.4. All respondents were not comfortable with English language of the questionnaire, so assistance was provided to the respondents in the local language. The respondents of different age group and gender participated in the survey. The total number of valid responses received was 609. Of all respondents, 65 percent were male and 35 percent were female. The majority of

respondents (44.82 percent) were between 25 and 30 years of age which fairly represented the banking population because more than 50 percent of the population of India belongs to the age group less than 35. Also, most of the respondents (54.02 percent) were graduates. 13 percent of those respondents were having income less than Rs. 10,000 monthly; 21 percent were having income between Rs.10,000 and Rs. 30,000; 35 percent were having income above Rs. 31,000 and less than and equal to Rs. 50,000, and 18 percent were having income above Rs. 50,000 and 11 percent of the respondents were having no income.

The sample description is given in Table 5.7. These responses have been analyzed in Chapter 7.

Table 5.7 Sample description

Variable	Sample	%
Gender		
Male	393	64.53
Female	216	35.46
Age (years)		
18-24	59	9.73
25-30	273	44.82
31-40	134	22.00
41-50	79	12.97
50 & above	64	10.50
Qualification		
High school & below	75	12.31
Graduation	329	54.02
Post-graduation	136	22.31
Professional degree	69	11.33
Income (monthly \$)		
<10,000/- (below \$156)	79	12.97
10,000-30,000 (\$156-\$468)	132	21.67
31,000-50,000 (\$484-\$780)	216	35.46
> 50,000/- (Above \$780)	113	18.55
None	69	11.33
Size	609	

5.10 DATA ANALYSIS PROCEDURE

In this study, the procedure adopted for analyzing the data was based on the steps of scale development procedure as shown in Figure 5.4. First EFA was used for identifying the correlation among the set of variables and for reducing the items on the basis of factor

loadings and communalities. Principal Component Analysis (PCA) with Varimax rotation was carried out by Kaiser–Meyer–Olkin (KMO). Items with low factor loadings (< 0.30), high cross loadings (> 0.40) or low communalities (< 0.30) were considered for the deletion of items.

After EFA, the next step in the item purification process was the development of measurement model. So, CFA was performed on the remaining items. A list of 17 items five factors confirmatory factor model was estimated with AMOS 22.0. The model fit indices were estimated and reliability and validity of the items were checked. The convergent validity was assessed for examining “the extent to which different assessment methods occurs in their measurement of the same trait” (Byrne, 2009). Finally, the discriminant validity was verified for identifying “the extent to which independent assessment methods diverges in their measurement of different traits” (Byrne, 2009). Ultimately, the multidimensionality of our scale was again tested with a second order CFA, which was necessary for high inter correlations among the five dimensions (Anderson and Gerbing, 1988). The aim was to determine whether the first order domains are reflections of higher order construct, that is, CSR.

After testing the reliability and validity of the measurement model, the structural model was tested using SEM. SEM is the most efficient estimation technique for a series of multiple regression equations estimated simultaneously (Hair et al., 1998). In other words, SEM works efficiently in the case of reflective kind of models (Chin and Newsted, 1995). “An underlying assumption for the SEM analysis is that the items or indicators used to measure on latent variables are reflective in nature” (Chin, 1998b). In this study, CB-SEM was used for measuring the path relationship in the model.

5.11 CONCLUSION

This chapter acts as a skeleton of the study, where the variables identified from the literature were rationalized into a conceptual framework and the design scheme of the study was decided. On the basis of the research design, the steps of fulfilling the research gaps were sequentially planned. In the beginning of this chapter, a research model has been proposed to measure the corporate ability and CSR association and its effect on consumer

responses. In the subsequent section, research design strategy has been discussed in details. It presents the steps for the scale development, model testing, and moderation analysis.

SCALE DEVELOPMENT

This chapter is a description of a scale development process to measure the CSR in the banking industry. It follows a standard scale development procedure for domain specification, item generation and further purification. The present chapter is an enumeration of procedures for generation of measurement items, questionnaire development, and presents the analysis techniques that were used for item purification and development of a measurement model for CSR in the banking industry.

6. INTRODUCTION

CSR is commonly measured as a one-dimensional construct (Marin and Ruiz, 2007; Lichtenstein et al., 2004) comprising of legal and philanthropic responsibilities. Few studies have adopted the multi-dimensional perspective to measure CSR (Maignan, 2001; Decker, 2004; Garcia de los Salmones et al., 2005) which more clearly reflects the different theoretical dimensions; however, this approach is not without critics. In this regard, those studies which have taken this perspective are based on different approaches to define the CSR and result in lack of consensus (Turker, 2009). Moreover, it has been expressed that CSR does not mean the same thing for all the concerned stakeholders and its conceptualization fluctuates among each industry (Decker, 2004). Consequently, a more particular instrument is expected to comprehend the stakeholder perspective in the business particular setting.

As an illustration, the banking industry assumes a critical part in a country's economy (Beck et al., 1999) and proactively participates in CSR exercises (Marin et al., 2009; Truscott et al., 2009) while alternate commercial enterprises are receptive to CSR because of external stakeholder pressure (Decker, 2004; Sangle and Babu, 2007). The reputation of financial institutions relies on their socially responsible programs (Poolthong and Mandhachitara, 2009), this is the reason banking companies have a tendency to have a high positioning on the worldwide CSR investment ranking index (Perez et al., 2013;

Bhattacharya et al., 2012). Regardless of the expanding enthusiasm of CSR in this industry, no studies have measured CSR exercises in the banking industry with a multidimensional viewpoint in a developing economy.

In this regard, “new successful formula of commercial banking have arisen as a results of banks’ support of investment in social and environmental sustainability using stakeholder management approaches” (Matute et al., 2010). Firms comply with the social responsibility when they consider stakeholder expectation into their strategic decisions (Server and Capo, 2009; Bhattacharya et al., 2012). Further, the implication of CSR initiatives among the banking institutions is an answer to the commitment of these institutions towards the society which includes the responsibility towards the other stakeholders such as customers, employees, shareholders, and the local community (Sarro et al., 2007). The stakeholder perspective has gained more attention in the literature, following a trend of CSR research in the future (Turker, 2009; Boal and Peery, 1985). Thus, the stakeholder concept is important because it reflects the widely used definitions of CSR which incorporates this perspectives such as Turker, 2009 (p. 413), ‘corporate behaviors that aims to affect stakeholder positively and that go beyond its economic interest or Campbell’s (2007, p. 951), definition of socially responsible firms are the one, ‘which must not knowingly do anything that could harm their stakeholders’. Further, there is a ‘relative paucity of stakeholder measures of CSR (Peloza and Papania, 2008, p. 176). All in all, CSR is a debatable term in its nature (Decker, 2004), so an industry specific understanding of CSR should be taken into consideration (Decker, 2004). Thus, there is a need for a CSR measurement instrument in the banking industry from the stakeholder’s point of view.

6.1 REVIEW OF EXISTING METHOD OF MEASURING CSR

According to the Carroll (2000), CSR should be measured because “*it is an important topic to business and to society, and measurement is one part dealing seriously with an important matter. The real question is whether valid and reliable measure can be developed*” (Carroll, 2000, p. 473). There are an assortment of estimation methods to measure CSR in both scholastic and business groups (Turker, 2009; Sangle, 2010). The methods utilized as a part of past studies incorporates forced choice survey instruments (Aupperle et al., 1985), reputation indices or scales (McGuire et al., 1988), content analysis

(Wolfe and Aupperle, 1991), and case study methodologies (Clarkson, 1995). Maignan and Ferrell (2000) have suggested three approaches to measure CSR- (1) expert evaluation, (2) survey of managers and (3) single issue and multiple issue indicators. However, as suggested by Wolfe and Aupperle (1991), there is no single most ideal approach to gauge socially responsible exercises. The methodologies that have been discovered valuable to quantify CSR incorporates content analysis of publication, single and multiple issue indicator, reputation indices or scales at the individual and organizational level shown in Table 6.1.

Table 6.1 CSR measures

CSR measures	Description
Content analysis	Annual report, website disclosure, corporate responsibility report
Reputation indices	Fortune’s reputation index and Kinder, Lydenberg, and Domini (KLD)
Survey scales	One-dimensional or Multidimensional scales
Single issue or multiple issue indicators	Pollution control performance, rate of corporate crime indicators

Content analysis has been the most commonly used method to measure CSR in the academic literature (Tewari, 2011), since it helps derive a new measure for socially responsible activities (Abbott and Monsen, 1979). This technique has an “objective rating of companies since once the social attributes are selected, the process of rating is standardized” (Ruf et al., 1998, p. 121). Information about CSR has become more accessible due to the social disclosure made by companies regarding their social and environmental practices (Gray et al., 1995). Many studies in literature on CSR reporting have used this technique to measure the CSR activities (Bravo et al., 2012). However, the information displayed on their websites and annual report may deviate from their actual performance (McGuire et al., 1988). Many studies have provided evidence of no association between the reported performance and actual performance (Ingram and Frazier, 1980; Wiseman, 1982).

The reputation indices for evaluating corporate social performance are widely used in the literature (Spencer and Taylor, 1987; McGuire et al., 1988; Waddock and Graves, 1997). The most popularly known databases are Fortune's reputation index and Kinder, Lydenberg, and Domini (KLD) (Maignan and Ferrell, 2000). The Fortune index assesses a company's socially responsible activities from the managerial point of view. KLD evaluates companies based on nine attributes of social responsibility including employee relation, community relations, environment, military contracting, nuclear power, product, treatment of women and minorities and South African involvement (Maignan and Ferrell, 2000; Turker, 2009). These reputation indices can be used to develop a new scale for measuring CSR (Abbott and Monsen, 1979). Ruf et al., (1998), developed a scale based on the importance of the KLD dimensions and argued that these dimensions coincide with Carroll (1979) framework of CSR. However, Maignan and Ferrell (2000), stated that, both of these indices suffer from limitations since the items are not based on theoretical arguments and do not represent the economic, legal, ethical and philanthropic dimensions of CSR (Maignan and Ferrell, 2000).

The next alternative approach used by many scholars is the use of a single issue indicator such as pollution control performance (Bragdon and Marlin, 1972) or the rate of corporate crime (Davidson and Worrell, 1990; Baucus and Baucus, 1997) and multiple issue indicators (Stanwick and Stanwick, 1998; Griffin and Mahon, 1997). The limitation of this method is that they represent only one dimension (Maignan and Ferrell, 2000). As a result, scholars have to use a combination of these indicators (Griffin and Mahon, 1997; Stanwick and Stanwick, 1998; Turban and Greening, 1996) which still does not represent the entire spectrum of CSR (Maignan and Ferrell, 2000). Moreover, these indicators are not worldwide accepted and are reporting the CSR activities of companies only in a limited number of countries. This becomes the reason for their limited use by the researchers.

The next method, which is the most relevant to the present study, is the use of scales to measure CSR perceptions by consumers. The first multidimensional scale of CSR to measure the CSR values of managers was developed by Aupperle (1984). This scale based on Carroll's (1979) framework is most recognized both theoretically and empirically (Maignan et al., 1999; Maignan, 2001; Maignan and Ferrell., 2000; Garcia de los Salmones et al., 2005). According to Carroll (1979) framework, CSR includes four dimensions-

economic, legal, ethical and philanthropic, in many cases these dimensions are closely related to each other (Perez et al., 2013). In this regard Peterson (2004) stated, “this instrument would not be useful for assessing an organization’s performance in the four domain independently, that is the instrument would not be helpful for assessing organizational performance by employees who view their work organization as highly responsible on all four CSR domains” (p. 306).

Table 6.2 CSR dimensions used in previous studies

Theoretical approach	Dimensions	References
Carroll Framework (1979; 1991; 1999)	Economic Legal Ethical Philanthropic	Maignan et al., 1999; Wartick and Coarchan, 1985
Stakeholder Theory	Customers Employees Shareholders Environment Market Community Others	Turker, 2009; Mercer, 2003; Perez et al., 2013;

Another scale for measuring the manager’s attitude towards the CSR was developed by Quazi and O’Brien, (2000) based on two dimensional construct of CSR ranging from the span of responsibilities to outcomes of CSR. However, this scale is not designed to measure the organizational involvement in CSR activities. Carroll’s framework (1979, 1991) and Brown and Dacin’s (1997) framework of corporate association have not been subjected to scrutiny by stakeholders (Maignan and Ferrell, 2003), and to what extent these frameworks reflect their understanding of CSR. Therefore, the relevance of Carroll’s framework is questionable (Maignan and Ferrell, 2001). An alternative approach is based on Freeman’s (1984) stakeholder theory. As per this theory, the classification of CSR should be based on stakeholders. A stakeholder is “*a group or individual who can affect or be affected by the actions or performance of the objectives of the firm*” (Freeman, 1984). Following this

theory, literature has identified many dimensions of CSR: customers, employees, shareholders, society, environment, media and among others (Turker, 2009; Decker, 2004; Maignan et al., 1999). Stakeholder theory has been found suitable in the context of the banking industry's approach to CSR (Perez et al., 2013; Ruiz et al., 2009). The dimension used to measure the CSR activities is shown in Table 6.2.

6.2 SCALE DEVELOPMENT

Following the standard scale development process advocated in literature (Churchill, 1979; Anderson and Gerbing, 1988; Devellis, 1991), a multi-item scale is developed and validated to measure the socially responsible activities of banks. The overview of the validation phases is given in Table 6.3

Table 6.3 Overview of the validation phases

Phases	Objectives	Findings
<i>Phase One</i> : Item generation and reduction		Identification of five dimensions of CSR
Literature review		
CSR reports		Reliable items for the scale
Group discussion	Judging content validity	Results of discussion with experts
Pilot testing		41 items were retained
<i>Phase Two</i> : Psychometric properties of the scale		
EFA	Reduction of items	23 items were retained
	Test the dimensionality of the scale	
<i>Phase Three</i> : Reliability and validity check		17 item were retained
First order CFA	Convergent validity	AVE > 0.50 of all the dimension
	Discriminate validity	AVE > than square correlation among all the dimensions
	Composite reliability	$\alpha > 0.70$
<i>Phase Four</i> : Testing a CSR as second order construct		17 items were retained
Second order CFA	Convergent validity	AVE > 0.50 of all the dimension
	Discriminate validity	AVE > than square correlation among all the dimensions
	Composite reliability	$\alpha > 0.70$

6.2.1 Item generation

To determine the domain of our instrument, key stakeholder groups in the banking sector were identified through a literature review and in-depth interviews with bank managers. After this, five key stakeholder groups were identified in the banking sector: customers, shareholders, society, employees and the environment (Sarro et al., 2007; Ruiz et al., 2009; Turker, 2009; Perez et al., 2013; Oberseder et al., 2013). A list of companies' responsibilities towards the different stakeholders group is generated through the previously used scale in marketing, CSR reports and CSR literature. Next, the researchers had a group discussion with the marketing students to ensure instrument consistency and appropriateness. The criteria used to eliminate the unnecessary items includes the following points (i) ambiguity (ii) related to more than one factor (iii) implicit assumptions and (4) double argument (Shimp and Sharma's 1987). This resulted in 53 items for the next methodological phase (see Figure 6.1 for the scale development process).

6.2.2 Judging content validity

Content validity refers, 'to the degree to which a measure adequately reflects the different aspects of the phenomenon being studied' (Malhotra and Birks 2007). This type of validity is subjective in nature because the consistency of the construct is given by the expert opinion and literature review (Churchill Jr. 1999). The methodological process of scale development includes the ensuring content validity of the items. The content validity of the instrument was judged by eight experts (three professors and five social science PhD scholars). They were asked to assess each item for clarity and conciseness. In addition they were also asked to report the missing aspects in the construct that are not rightly captured. They were asked to rate each item as "somewhat relevant", "very relevant" or "not relevant" as suggested by DeVellis, 1991. Based on this, some items were deleted, added and modified, which resulted in 41 items.

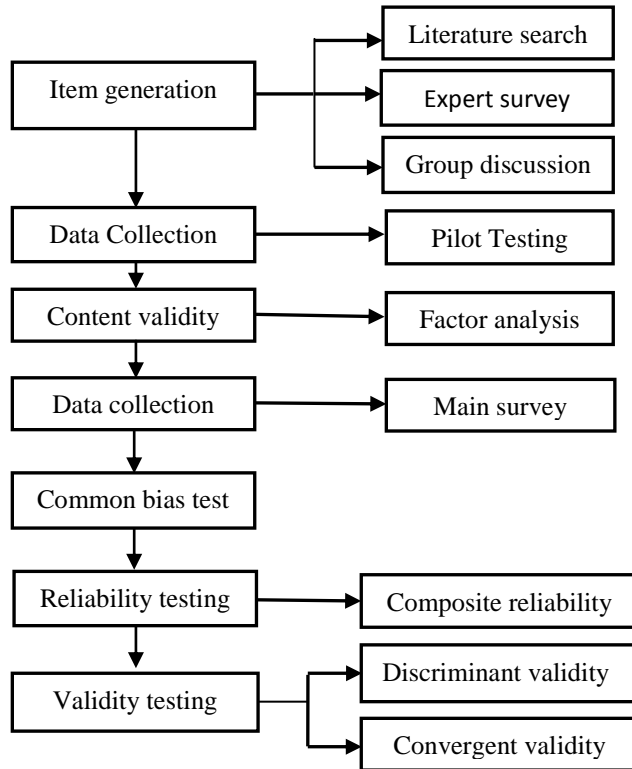


Figure 6.1 Scale development process

6.2.3 Pilot testing

The content validity of the scale was analyzed through pilot testing. As suggested by Netemeyer et al., (2003), pilot testing helps in reducing the number of items that do not meet the psychometric criteria. Data was collected through a convenience sample of 50 respondents who have evaluated the 41 items exploring CSR activities. At this point of time, the sample was not selected according to the statistical purposes, the purpose was to understand that the items were understandable to the customers and the customers must have enough information about their banking institution to answer all the sentences. This sample was also used to perform an exploratory factor analysis. The purpose of this was to understand whether the factor structure is coherent with the theoretically assumptions.

6.2.4 Exploratory factor analysis

The appropriateness of the 41 items was captured through exploratory factor analysis (EFA). The purpose of EFA is to identify wherever the researcher is uncertain about the linkages between the latent and the observed variables. For this analysis, Principal

Component Analysis (PCA) method and Varimax rotation is generally used for extracting the factors (Costello and Osborne, 2005), which is in the case of present study was done in SPSS 18.0. Since, item reduction was the primary motive behind this process (Costello and Osborne, 2005). The factor reliability was analyzed through Cronbach's alpha and item to total correlation. In this analysis process, 18 items were deleted due to high cross loadings (>.3) or weak loading (<.6) and the researcher confirmed from the expert that deleting those items will not reduce the content validity of the scale. To check the degree of interrelation among the variables the Bartlett's test of sphericity and Kaiser-Meyer-Olkin (KMO) measure of sample adequacy were obtained. The Bartlett's test of sphericity showed that the results of EFA are statistically significant at 0.0001 levels, indicating that the correlation matrix has significant correlation among the variables. In addition, the KMO measures of sample adequacy (MSA) measured to check the degree of each variable to be predicted without error. The remaining 23 items passed the threshold since KMO value was (0.660) which is supported by Hair et al., 2006 guidelines. The screen plot and the Eigen value was greater than 1, which suggested that the five factors of these 23 items explained 72.34 % of all variances. Bartlett's test was used to judge the significance of the correlation matrix and the KMO test was used to assess the sampling adequacy. A correlation matrix examined the inter item correlation and they were found substantial (>0.30). As a result of this process, 23 items were included in the scale and used for the main survey. The results was a five factor solution and we labeled the five factors as 'Customers (1)', 'Employees (2)', 'Community (3)', Shareholder (4)' and 'Environment (5)' shown in Table 6.4.

Table 6.4 Results of Exploratory factor analysis

Rotated Component Matrix^a

	Component				
	1	2	3	4	5
VAR00001		.750			
VAR00002		.770			
VAR00003		.566			
VAR00004	.767				
VAR00005	.747				
VAR00006	.499				
VAR00007					.511

VAR00008					.821
VAR00009					.848
VAR00010					.558
VAR00011					.510
VAR00012					.453
VAR00013			.826		
VAR00014			.599		
VAR00015			.892		
VAR00016	.859				
VAR00017	.891				
VAR00018	.558				
VAR00019			.825		
VAR00020			.396		
VAR00021			.811		
VAR00022	.860				
VAR00023	.558				
VAR00024	.851				
VAR00025				.466	
VAR00026				.954	
VAR00027				.933	
VAR00028					.804
VAR00029					.923
VAR00030					.586
VAR00031					.476
VAR00032					.571
VAR00033			.310		.368
VAR00034				.368	.306
VAR00035			.458		.446
VAR00036				.420	.429
VAR00037				.902	
VAR00038				.954	
VAR00039				.933	
VAR00040					.804
VAR00041					.923

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

6.2.5 Measurement model development and refinement

The next validation step of the scale consists of analyzing the psychometric properties of the scale. For that purpose, first and second order CFA is performed using AMOS 22.0 as per the maximum likelihood estimation procedure.

6.2.6 Sample design and data collection

For the purification and validation of the scale data was collected from the employees working at the different positions in the bank. The questionnaire respondents were bank employees from different positions in India. Maignan (2001) reasoned “consumers within a similar workplace environment seemed to provide some assurance of sample comparability in terms of social status, education and lifestyles” (p. 65). Banking employees may not represent the population but are a good subset of the middle-income population. Information was gathered through an structured questionnaire created by the researcher from individual surveys in banking organization. The questionnaire incorporated a cover letter that briefly demonstrated the reason for the study. A sum of 345 questionnaires was disseminated to banking personnel at different positions and levels from January to March 2013. The last number of usable questionnaires was 319, a reaction rate of 92.46 % and 26 were disposed of as inadequate.

The final sample consists of 319, in which 72.10 % of respondent were male and 27.89 % were female. The age of the respondent ranged between 18 to 65 years. With regard to the qualification, majority of the respondent 46.39 % are having a master degree and 24.45 % are holding a bachelor degree while 16.30 % have done professional course and 15.36% have passed the intermediate exam only. The sample was segmented based on four demographic variables: age, gender, qualification and their position in banks. These demographic variables have become important pillar in understanding the perception (Perez et al., 2013). For example, the respondent age is an important factor in determining their perception (Morris and Venkatesh, 2000). As it has been demonstrated that aged people are more cynical as compared to the younger ones and distrust the activities to a larger extent (Cho and Hu, 2009). Another variable, gender influence on stakeholder perception regarding the CSR activities has received great attention in literature (Burton and Hegarty,

1999). In this regard, male and female process information in different ways (Darly and Smith, 1995). It has been suggested, men are more analytical and women are more subjective in their opinion. Furthermore, it has been shown that employees with higher degree and position in organization have different perception for the implication of CSR (Quazi, 2003; Anastasia et al., 2010). As Quazi (2003) states, more educated employees tend to have a liberal orientation towards the CSR activities.

Table 6.5 Sample description

Variable	Sample	%
Gender		
Male	230	72.10
Female	89	27.89
Size	319	
Age		
18-35	90	28.21
36-50	160	50.15
51-65	69	21.63
Qualification		
Intermediate	49	15.36
Bachelor's degree	78	24.45
Master's degree	140	46.39
Professional degree	52	16.30
Position in bank		
Clerk	63	19.74
Junior manager	84	26.33
Middle level manager	146	45.76
Senior manager	26	8.15

The scale presented in this study is tested among these different cohorts and proved to be reliable in the context studied and useful for researchers in academics (Barbarossa et al., 2012). Sample descriptions are given in Table 6.5.

6.2.7 Assessment of common method bias

The common method bias is used to refine empirical data. The most common problem in empirical research is a systematic measurement error that provides an alternative explanation of the results (Podsakoff et al., 2003). According to Podsakoff et al., (2003),

many statistical and study design techniques can be used to control the common method biasness. To minimize common biasness this study focused on both the study design procedure and statistical measures. We identified the type of biasness in our study is the transient mood state (‘referring to the impact of relatively recent mood inducing events to influence the manner in which respondents views themselves and the world around them’ (Podsakoff et al., 2003). For this purpose, we assured respondent that there answers are anonymous and they should answer questions as honestly as possible as suggested by Podsakoff et al., 2003. The researcher has further performed additional statistical measures to reduce the common biasness after the data collection. We performed Harman’s single factor test on all the items using varimax rotation, the results of exploratory factor analysis shows that all the five factors are accounted for 75.34 of the total variance and the first factor explaining the 13 % variance, suggesting the absence of common general factor in dataset.

Another statistical measure used to reduce the biasness is the ‘single unmeasured latent method factor’ as the most suitable for the purpose of this study. The ‘advantage of this technique is that it does not require the researcher to identify and measure the specific factors responsible for the method effects. In addition, this technique models the effect of the method factor on the measures rather than on the latent constructs they represent and does not require the effects of the method factor on each measure to be equal’ (Podsakoff et al., 2003). Using this method, the potential effect of common biasness can be minimized to some extent and control variables have been added in this analyses. The results depicted in this study and interpretation of data is real once the common method biasness is reduced to a minimum.

6.2.8 Scale reliability and validity testing

As suggested by Churchill (1979), the reliability and validity of the scale is measured by a confirmatory factor analysis (CFA). After EFA, the next step in the item purification process was the development of a measurement model. This measure purification process relies on, “iteration of confirmatory factor analysis, where the goal is to improve the congeneric measurement properties of the scale” (Arnold and Reynolds, 2003, p. 83). A five-factor model represented the correlated factors and resulted in a poor model fit. Items

were trimmed through the iteration process under theoretical consideration (Anderson and Gerbing, 1988). As a result of this, six items were deleted due to cross loading and were captured by another measure. So, confirmatory factor analysis (CFA) was performed on remaining items (Marsh and Hocevar, 1985). CFA is a special case of Structural Equation Modeling (SEM), which is also known as linear structural relationship model (Joreskog and Sorbom, 2004) and covariance structural model (McDonald, 1978). The results of the CFA showed six more items should be deleted due to lower factor loadings ($>.60$, Bagozzi and Yi, 1988). Table 6.6 shows the results of first order CFA. The root mean square error of approximation (RMSEA) falls between the acceptable range of 0.5 to 0.8 (Hair et al., 2010). Other indices such as the GFI (Marcoulides and Schumacker, 1996) and CFI (Bentler, 1989) are at 0.891 and 0.917, respectively, meeting the criteria of a good model fit.

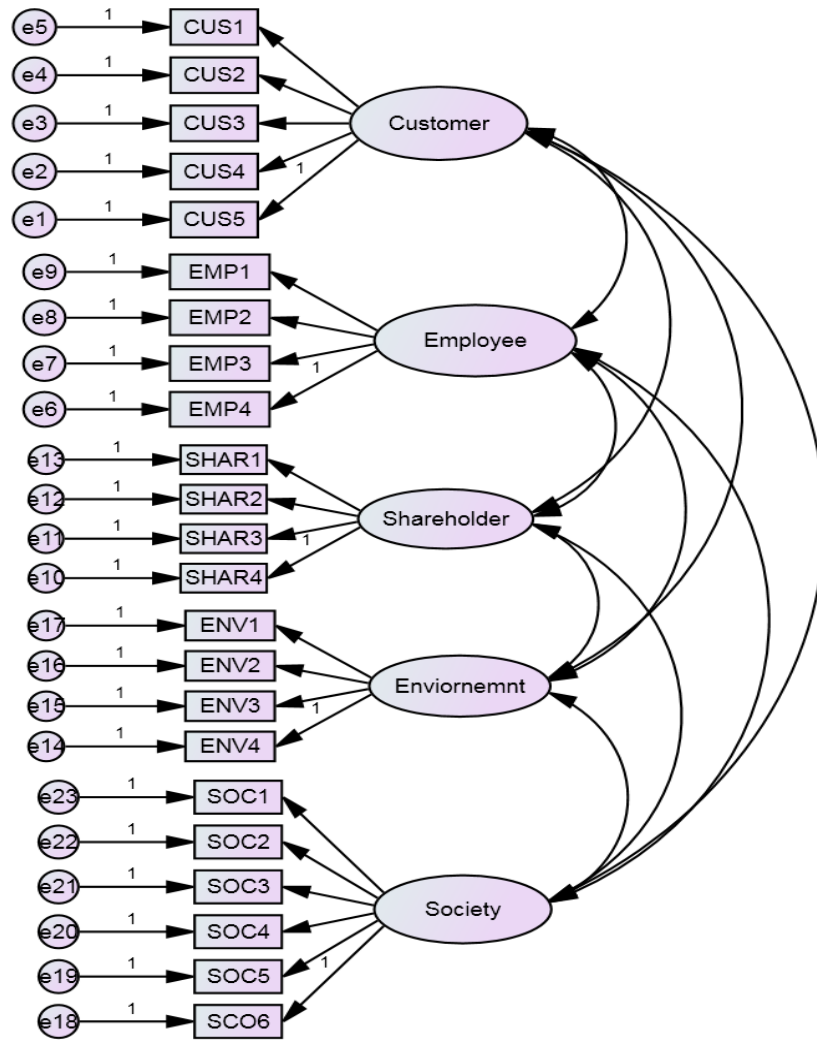


Figure 6.2 23 item First order confirmatory factor analysis

The reliability of the scale was assessed by Cronbach's alpha and average variance extracted (AVE), the minimum value of these statistics should exceed the 0.7 and 0.5, respectively (Hair et al., 2010). The AVE provides the amount of variance captured by the random measurement error and an AVE higher than 0.50 indicates a good internal consistency (Fornell and Larcker, 1981). The AVE for each factor ranges from 0.50 to 0.860 meeting the criteria for internal consistency.

Table 6.6 First order CFA results for CSR dimensions

Latent Variable	Measured Variable	Standardized Lamda	CR	AVE	Goodness of fit
Customer	CUS3	0.87	0.938	0.792	$\chi^2(df)=$ 140.872(109) (p= 0.02) GFI = .948 CFI = .992 NFI = .964 RMSEA= 0.03
	CUS4	0.96			
	CUS5	0.92			
	CUS6	0.80			
Employee	EMP3	0.70	0.866	0.619	
	EMP4	0.89			
	EMP6	0.77			
Shareholder	SHAR1	0.94	0.958	0.885	
	SHAR2	0.96			
	SHAR4	0.92			
Environment	ENV1	0.83	0.901	0.751	
	ENV2	0.89			
	ENV3	0.89			
Society	SOC1	0.76	0.833	0.627	
	SOC3	0.82			
	SOC4	0.81			
	SOC5	0.76			

According to Fornell and Larcker (1981), AVE values should be more than 0.50 to confirm the convergent and discriminant validity of the measurement scale. The convergent validity test is used to verify that all the measured items represent their factor (Chau, 1997). Convergent validity refers to the extent to which measures of constructs that theoretically should be related are in fact related. It can be evaluated by using the AVE. AVE is the average value of the squared loadings of each item on a construct. It gives an idea of how well a theoretical latent construct explains the variance of a set of items that are supposed to measure that particular construct. In simple way, AVE is used to quantify the amount of variance captured by the items of a construct versus the amount of variance caused by the measurement error. If the value of AVE is 0.5 or more than 0.5, it is acceptable to justify the convergent validity of the measurement model. Cut-off value 0.5 signifies that at least half of the measurement variance is due to that particular construct. The results shows that all the items of scale are loaded high on their factors and the standardized lambda coefficient are above 0.6 (Steenkamp and van Trijp, 1991) confirming the convergent validity of the model (Doll et al., 2008) (Table 6.6).

Discriminant validity refers to the extent to which measure of a given construct varies from the measures of other construct in the same measurement model (Hulland, 1999). The discriminate validity of the dimensions is evaluated by examining the factor correlation (Kling, 2001) and is confirmed since the AVE is greater than the squared correlation among the five dimensions (Fornell and Larcker, 1981). Factor correlation among all the five dimension is less than 0.8, confirming the discriminate validity of the scale. The AVE estimates for all the items are above the suggested level of 0.50 and also exceed the squared correlation among the variables. The value of all these statistics support for the discriminate validity among the five dimensions. Therefore, all the five dimensions passed the discriminate test. The results show the good fit among the factor structure of the variables and provide measures for the discriminate validity. Table 6.7 shows the mean, standard deviation and correlation of all the five factors.

Table 6.7 Discriminate validity for first order CFA

	Mean	Standard	# of	Construct	ENV	CUS	EMP	SHAR	SOC
		Deviation	items	reliability					
ENV	2.90	1.01	4	0.812	0.867				
CUS	2.98	1.3	3	0.912	0.139	0.890			
EMP	3.19	1.01	3	0.857	0.242	0.292	0.787		
SHAR	2.59	.76	3	0.741	0.149	0.344	0.182	0.940	
SOC	3.75	.73	4	0.813	0.204	0.235	0.348	0.093	0.792

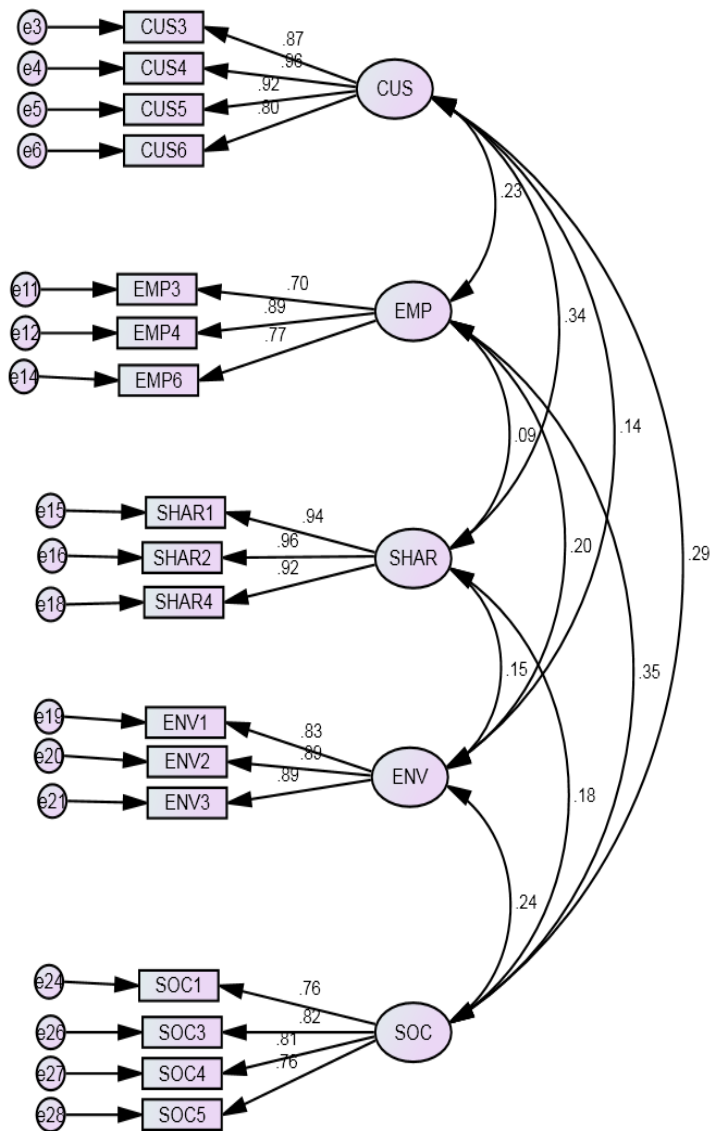


Figure 6.3 Final 17 items CFA model

6.2.9 Confirmatory factor analysis (Second order)

While the theoretical justification for the first order model has been found (Turker, 2009), however some studies can be found that propose CSR as a second order model (Oberseder et al., 2013). Finally, the multidimensionality of our scale were again tested with a second order confirmatory factor analysis, which was necessary for the high inter correlations among the five dimensions (Anderson and Gerbing, 1988). The aim was to determine whether the first order domains are reflection of higher order construct i.e. CSR. All the factors loaded significantly and accurately representing the underlying concept (Figure 6.4). Overall, the results shows a good model fit, the value of χ^2 and the other fit indices is significant once again (χ^2 (df) = 170.269 (118), CFI= .986, GFI= .939, NFI= .956, RMSEA = .03, p=.001) confirming the validity of the scale. However, the value of chi square is significant (p=.001) and this result can be the outcome of large sample size above 200 cases (Hair et al., 2010), so other fit indices were used to evaluate the validity of the model, which are above 0.9, confirming the model fit. It is recommended that each item should reflect one and one underlying construct, and loadings and item-to- total correlations should meet acceptable levels (Arnold and Reynolds, 2003).

Convergent validity of each construct were supported by their acceptable loadings (above 0.7) and the path were significant (p<0.000). In addition, modification indices did not suggest any cross-loadings between constructs. Reliability was assessed by computing the AVE and composite reliability for each construct, in which the construct passed the threshold (AVE>=0.50, composite reliability >= 0.70). Discriminate validity was assessed by comparing the AVE of each construct to that pair of square correlation, where the variance extracted estimates exceed squared correlation between the constructs (Arnolds and Reynolds, 2003). This shows that each construct explains a greater amount of variance than the variance between constructs. All construct pairs passed this test and showing the evidence of discriminate validity. The shareholder dimension load less significantly as compared to other dimensions and is consistent with the previous findings in the literature (Garcia de los Salmones et al., 2005). The 17 item scale is finalized after the first and second order confirmatory factor analysis (see Figure 6.4).

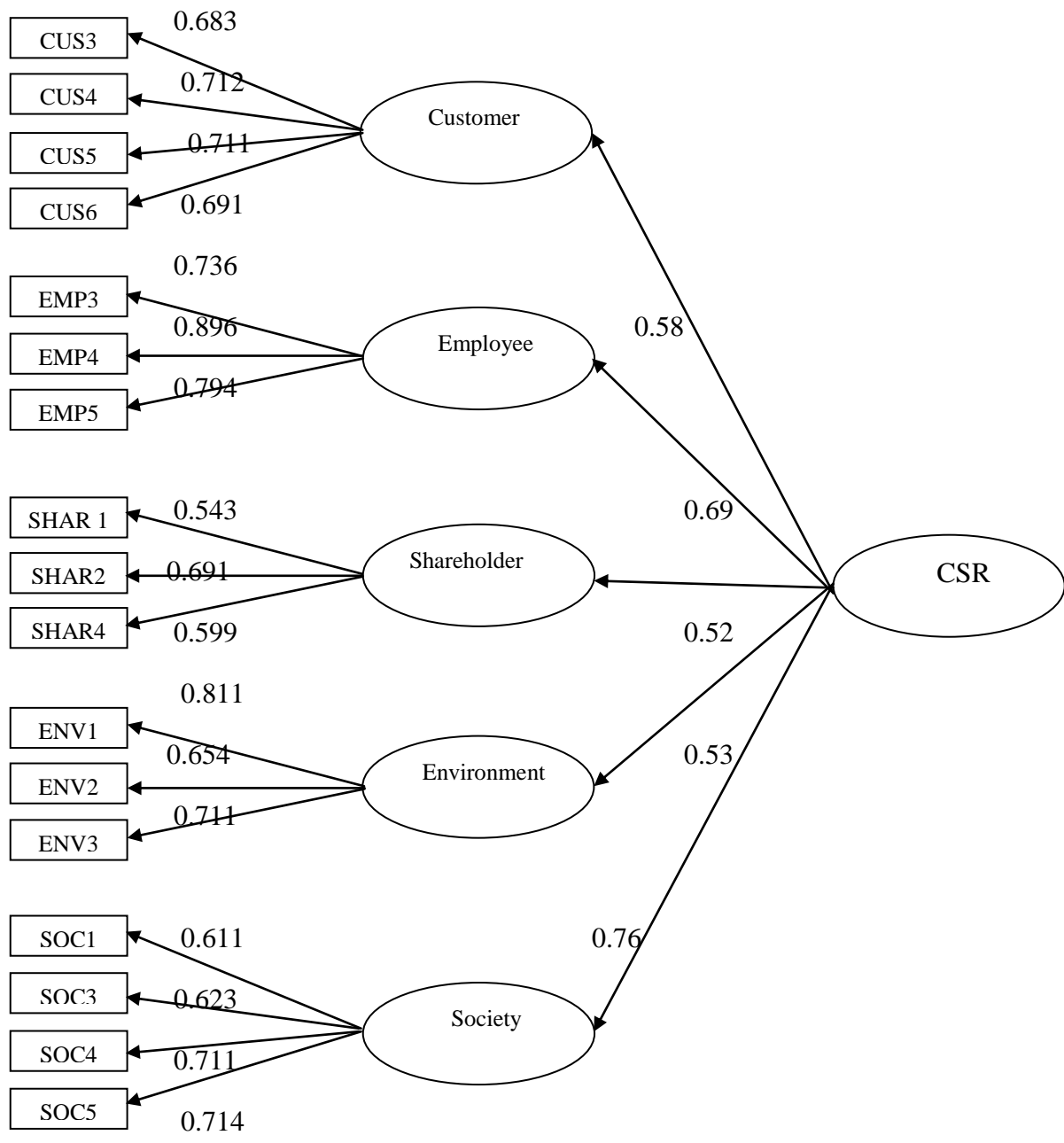


Figure 6.4 Second order CFA

6.3 DISCUSSION AND IMPLICATIONS OF THE STUDY

According to Churchill's (1979) methodological approach this chapter looks after both the subjective and quantitative way to deal with build up an estimation scale. Based on the review of literature and discussions with bank managers and experts, five CSR domains (customer, employee, shareholder, environment, society) and the responsibilities of each one were identified. To test the adequacy of the scale, a personal survey with banking employees was designed.

Based on the qualitative and quantitative dataset, the findings confirm the multidimensionality of CSR construct. Some interesting findings have been identified since the most highly rated dimensions is related to employee's safety at workplace and second is concerned with improving the general well-being of society. In India, most of the banks are channelizing their money for the community welfare activities like education, rural development and providing health care services in society (Narwal, 2007). The shareholder domain is least rated, as it has been demonstrated that the responsibilities towards the shareholders are the inherent activity of the organization and are not considered to be part of CSR (Brown and Dacin, 1997). CSR activities oriented to reduce consumption of natural resources are poorly rated which shows disengagement among the banks reported and actual environmental performance (Foretica, 2011). This result can be understood because in India banks have recently given attention to sustainable practices into their operations.

The contribution of this study in theory and practices lies in developing and validating a scale based on stakeholder perception. Although, several ways of measuring CSR has been discussed in literature from a corporate perspective (Maignan and Ferrell, 2000; Turker, 2009), but this study adds to the literature by providing another measure of CSR, specifically focused on internal stakeholder perception. The perception of the employees concerning the responsibilities toward different stakeholder groups was captured through this instrument. The results of this scale have confirmed the multidimensional nature of CSR perceptions, which are aligned with previous studies (Garcia de los Salmones et al., 2005; Perez et al., 2013; Decker, 2004).

6.4 CONCLUSION

The present chapter deals with the development of a measurement model for measuring the CSR. Procedure suggested by Churchill, (1979) for scale development has been followed. The steps covered in this procedure were item generation, scale refinement and scale validation phases. A robust scale has been developed by considering different samples for each phase. After item generation phase, scale refinement phase comprise of many steps. In this phase, after conducting item analysis, EFA and CFA, further reliability, convergent validity and discriminate validity of the items were assessed. In scale validation phase, the complete steps of CFA along with the reliabilities and validities already checked in the previous phase were again verified on the new sample of respondents. It starts with the generation of items, which a total number of 71 items were identified for the CSR. Through validation and refinement of the measurement scale 17 items were retained for the final survey, which included five dimensions.

The results show that all the five dimensions contribute to CSR and should help the banks in their CSR reporting. It has been seen that many CSR reports focus on the limited stakeholder groups while here the results suggest that such activities should be wide and focus on relevancy to each stakeholder considered.

This scale would be useful to the marketing managers for assessing and recognizing the visibility of CSR activities and planning successful social promotion techniques (Maignan and Ferrell 2004). The visibility of CSR activities vary in the commercial sector (Burke and Logsdon 1996), “while initiatives to customers may be rather visible in the marketplace, initiatives to internal stakeholders (i.e. employees) and external stakeholders higher up the supply chain (e.g. suppliers, investors) will be less visible to consumers” (Torres et al., 2012). Distinguishing the CSR territory where banks require more visibility is salient for implementing successful marketing strategies. This study highlights areas of improvement with important implications for the managers in the banking industry. The scale developed in the present chapter is further applied for examining the relationship between CSR and purchase intention along with corporate ability in the next chapter.

ANALYSIS AND RESULTS

After developing the scale for measuring the CSR in the previous chapter, the present chapter aims at fulfilling the objective two- examining the path relationship between CSR, corporate ability and purchase intention, and objective three- examine the variation in influence on purchase intention based on consumer level of awareness of CSR activities. This chapter entails the procedure and results of modeling and moderation analysis. In the subsequent section structural model and hypothesis are presented for modeling and the basis of multi group analysis has been discussed for moderation analysis.

7. INTRODUCTION

Literature review in chapter three reveals that some researchers report a positive consumer response towards companies engaged in CSR activities (Pomeroy and Dolnicar, 2009; Gao, 2009), others have found that consumers are not interested in socially responsible practices (Vaaland et al., 2008; Carrigan and Attalla, 2001). This inconclusiveness warrants further research on the effect of CSR activities on consumer response. Most of the studies examining consumer perception of CSR and its effect on behavioral outcomes are experimental in nature (Berens et al., 2005; Sen and Bhattacharya, 2001; Brown and Dacin, 1997); respondents were put into fictitious/simulated situations and their responses measured. In reality however, responses may vary from those that were obtained in artificial surroundings because socially responsible practices are not well known due to their complex nature (Mohr et al., 2001). Thus, it would be interesting to examine the level of consumer awareness of CSR initiatives and its subsequent effect on customer purchase intention.

Companies often position themselves either on the basis of an excellent corporate ability or as a company with excellent socially responsible practices. For instances, 3M and Bayer position themselves on the basis of innovativeness while The Body Shop emphasize their socially responsible practices. An important question for the managers in this regard is that

which of the strategy has a favorable effect on consumer responses. In the past few years many researchers have look at the degree to which corporate ability and CSR influenced the consumer behavior in terms of product evaluation (Marin and Ruiz, 2007) and company evaluation (Sen and Bhattacharya, 2001). The finding reveals that corporate ability association has stronger effect on consumer product evaluation than CSR association. There is a need to examine the responses of consumers towards the CSR activities in the real marketplace to achieve the more valid understanding of this relationship. In this study, the effect of CSR activities in compare to corporate abilities has been examined. The trade-off effect of corporate and CSR on consumer responses using a measure of purchase intention is examined in the context of Indian banking services.

Many previous studies have examined the influence of corporate association on the various consumer responses (He and Li 2011). This line of research has focused on impact of corporate association on product evaluation (Brown and Dacin, 1997), company evaluation (Sen and Bhattacharya 2001). Other studies have focused on the effect of CSR/corporate ability on the perceived fit between the cause and company (Becker-Olsen et al. 2006), the role of corporate brand dominance (Berens et al., 2005). But there is a still limited understanding of pathways linking corporate association to purchase intention. This study seeks to enhance our understanding of role of the variables antecedent to purchase intention. Particularly, we examine how corporate ability and CSR affect the consumer purchase intention. To address these issues, this study test the expected relationship illustrated in Figure 7.1.

7.1 PROPOSED CONCEPTUAL FRAMEWORK

According to the Information processing theory (IPT), information processing among the human beings includes the following stages that focuses on personal attention, encoding and judging in short term memory and reasoning them through long term memory and lastly making a behavioral responses (Miller, 1956). As per this theory, it is believed that consumer processing of CSR information includes the these steps: giving attention to CSR information, evaluating the CSR information based on previous information, associating the CSR information with the companies services or products and finally making the purchase decision. These steps correspond to the important variables in the CSR relationship studies:

consumer awareness of CSR, purchase intention influenced by CSR and service quality. In the present studies purchase intention is the popular dependent variable because it is influenced by the consumer perceived level rather to the objective level of CSR activities (Marin et al., 2009).

The conceptual framework proposes the relationship between corporate association (both corporate ability and CSR) and purchase intention. This theoretical framework is adapted from the theoretical model of Brown and Dacin (1997) research. The theoretical model includes the two key components of corporate association i.e. corporate ability and CSR. Studies suggest that a company's ability in producing and delivering the quality services is critical to the company's image and success (Perez et al., 2013) while the CSR activities provides the insights to the customers about the company's character (Sen and Bhattacharya, 2004). This study explores the relationship among CSR activities, corporate ability and purchase intention.

The present research based on Brown and Dacin's (1997) view to conceptualize corporate ability in terms of perceived service quality. Bitner et al. (1994) define service quality as customers' overall impression of the relative inferiority/superiority of the organization and its services. These conceptualization are based on the idea of social values or norms against which stakeholders evaluate the companies.

We choose the construct of perceived service quality to examine whether monetary oriented aspects of a company direct the consumer reactions. Perceived service quality is a standout amongst the most vital criteria consumers' utilization to assess, pick, and switch service providers, and most service evaluation literature concurs that service quality is vital in helping directors assess the viability of firm methods (Brady et al., 2005). This study subdivides both the corporate ability and CSR association and focuses on key dimensions of each construct. In the following section we develop hypothesis of the direct effects of CSR on purchase intention and then the indirect effects moderated by the consumer level of awareness of CSR activities. In addition, the direct effect of corporate ability on consumer purchase intention is also hypothesized.

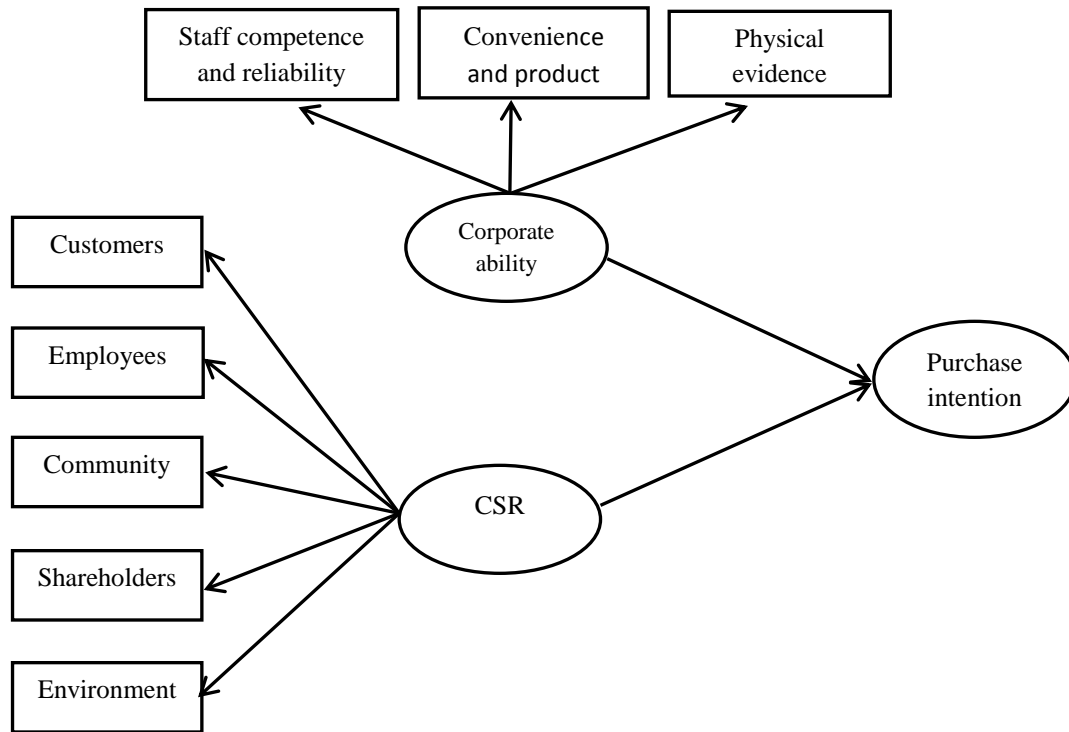


Figure 7.1 Conceptual framework

7.2 HYPOTHESIS DEVELOPMENT

Studies (Mohr and Webb, 2005; Brown and Dacin, 1997) suggest that increased attention to CSR activities seems to result in consumer willingness to pay higher. Despite the interest shown by consumers in CSR activities, in reality it plays only a minor role in their purchase decision (Mohr and Webb, 2005). On the other hand, numerous studies have shown that CSR activities have a positive influence on consumer purchase intention when consumers are interested in these activities. It may be accepted that there must be an agreement between CSR activities and business strategies of a company. Also, unethical practices tend to have a greater negative impact on purchase intention as compared to the positive impact of ethical ones (Trudel and Cotte, 2009). For instance, Creyer and Ross (1997) found that consumers rewarded companies for socially responsible behavior by paying premium prices for their products/services, and also penalized companies that were unethical by demanding lower prices for their products. The influence of CSR activities on consumers' purchase intention is complex and its effect can be direct or indirect. Its effect is direct when it

converts consumers' belief of CSR activities into positive action (increased purchased intention) and indirect when the corporate context for CSR activities is created (Sen and Bhattacharya, 2001; Mohr and Webb, 2005). Consumers who respond positively to socially responsible practices of companies tend to exhibit a more responsible purchase behavior (Mohr and Webb, 2005). Many researchers reveal that consumers feel it is important for companies to be involved in CSR practices, but this perceived importance of CSR practices is rarely reflected in their actual purchase behavior (Basil and Weber, 2006). Therefore, we propose the following hypothesis-

H1 CSR association is positively related to consumer purchase intention.

The marketing literature demonstrated that when consumers form an image of companies consider both performance based association and socially responsible association (Winters, 1998). A company reputation based on corporate ability positively influences the overall corporate evaluation (Brown and Dacin, 1997). Although the contribution of CSR is much higher to a company's attractiveness as compare to corporate ability (Marin and Ruiz, 2007). Previous experiment based studies in literature shows the condition under which CSR has significantly influence the behavioral outcomes (Berens et al., 2007). The experiment shows that socially responsible activities have positive effect on consumer behavioral intentions only when the corporate ability is high not low. These findings suggest that a good corporate ability is a precondition to have positive effect on purchase intention. Previous research has found CA association to have a positive influence on product evaluation (Brown and Dacin, 1997; Berens et al., 2005) and corporate evaluation done by the consumer (Luo and Bhattacharya, 2006; Sen and Bhattacharya, 2001). Therefore, the following hypothesis is proposed-

H2 Corporate ability association is positively related to consumer purchase intention.

7.3 MODERATING ROLE OF CONSUMER AWARENESS OF CSR

The company image from the stakeholder's point of view is of great managerial significance if it is perceived as socially and ethically responsible (Freeman, 1994). The company should position itself in a market in such a way which distinguishes it from the competitors by the customers (Brown and Dacin, 1997). If a customer feels congruent with

the company image results in customer support for the company (Becker-Olsen et al., 2006). The management should focus on the implementation of CSR activities so as to clearly demonstrate their effectiveness to the customers. CSR initiatives may be either proactive or reactive in nature (Groza et al., 2011). Firms engage in proactive CSR which aim to enhance the company reputation before receiving any negative information by the consumers (Du et al., 2007) while the reactive CSR actions is used to safeguard the reputation of the firm after any irresponsible activity is reported (Wanger et al., 2009). We suppose that banks invest in CSR activities through socially responsible policies towards the stakeholders and communicate it through the various mediums (e.g. website disclosure, CSR and sustainability reporting). In that case, banks believe if CSR activities increase the consumer CSR awareness than it will have a positive influence on consumer purchase intention.

Consumer awareness of CSR activities is a precondition to benefits such as customer-company identification (Marin et al., 2009), loyalty (Becker-Olsen et al., 2006) and purchase intention (Tian et al., 2011; Marquina and Morales, 2012), but awareness levels vary among consumers (Bhattacharya and Sen, 2004). Most studies either assume that consumers would be aware, or awareness is artificially created under experimental conditions (Brown and Dacin, 1997; Carvalho et al., 2010). It has been found that consumers are generally unaware of the CSR activities of companies (Sen et al., 2006; Pomeroy and Dolnicar, 2009), but proper communication can raise the level of awareness (Wigley, 2008). Carrigan and Attalla (2001) reported that consumer lack the information about the company's overall behavior, not only its ethical practices but also the unethical ones. Literature has provided contradictory evidence, as another has said that consumers are aware about the unethical practices of the companies as the media tend to cover these activities (Alexander, 2002). If consumers are made aware of CSR activities, it may lead to positive attitude and behavioral intention towards buying the product (Pomeroy and Dolnicar, 2009). Hence, the following hypothesis is proposed:

H3 Consumer awareness of CSR activities moderates the relationship between CSR association and consumer purchase intention, such relationship is stronger when awareness is high versus low.

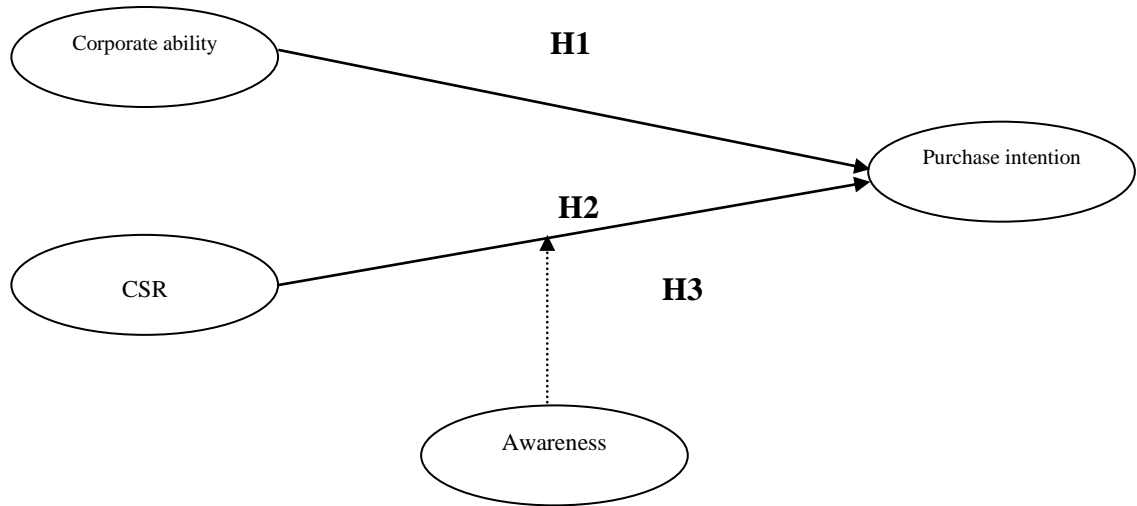


Figure 7.2 Hypothesized model

7.4 MEASURES

The scale to measure the CSR activities of Indian banks included the 17 items which were identified and refined through a scale development process as discussed in Chapter 6 were taken. These 17 items were retained which included five dimensions of CSR through literature review and discussion with experts.

The corporate ability association is related to the company’s expertise of producing and delivering the services. In the service branding literature, corporate ability is similar to key construct service quality (He and Li, 2011). The starting point to measure the corporate ability association was the SERVQUAL scale (Parasuraman et al., 1988). In the present study, “perceptions-only” approach is used to measure service quality. The choice of using this approach is based on the widely discussed methodological and theoretical concerns associated with the use of expectations scores (Cronin and Taylor, 1992, 1994; Robinson, 1999; Parasuraman et al., 1994) as well as the difference (gap) scores (Teas, 1993, 1994; Brown et al., 1993). After a review of previous literature and evidence from the three new studies they conducted Brady et al. (2002) declared that the “performance-only” approach

are superior to other approaches to measure service quality. However, this study taken the Gournaris et al., (2003) 15 item scale which is an extension of Parsuraman et al., (1988) developed specifically for the banking industry. The dimension for these scales includes 15 items that were included in the scale. Perceived service quality (PSQ) scale measures employee's competence, product innovativeness, bank reliability, physical evidence, value for money and convenient location. All the scale items were measured on a seven point Likert scale. Finally, we measured the purchase intention using three items taken from the study of Berens et al., (2005). Since purchase intention consist of only three items, therefore CFA cannot be performed.

7.5 MEASUREMENT MODEL FOR THE SERVICE QUALITY SCALE

The confirmatory factor analysis was carried out again for this scale, following the same recommendation of reliability and validity. The results of confirmatory factor analysis are shown in Table 7.1. The scale was purified by eliminating the items with factor loadings below 0.7 thresholds.

An examination of the modification indices of the particular estimates uncovered that few measures loaded on distinctive exogenous constructs. Model was further changed by erasing the items with cross loadings (Byrne, 2001). The adjusted model with adequate fit was uni-dimensional models with twelve items are loading on their respective elements. The Average variance Extracted (AVE) for all the estimates were greater than 0.50, supporting the convergent validity of the model. The AVE for each construct was larger than the squared correlation between the constructs, satisfying the criteria of discriminate validity (Fornell and Larcker, 1981). The measurement model showed an overall good fit (Table 7.2).

Table 7.1 Results of CFA for service quality scale

Variable	Dimension	Examples of items	Standardised lamda	Composite Reliability	AVE
Service quality	Staff competence and service reliability	Prompt services	0.70	0.84	0.53
		Employees skills	0.75		
		Error free records	0.65		
		Problem solving	0.81		
		Reliable	0.73		
	Convenience and product	Convenient location	0.61	0.79	0.55
	Product variety	0.80			
	Flexible product	0.81			
	Physical evidence	Warm atmosphere	0.75	0.80	0.57
		Well-dressed employees	0.72		
		Friendly staff	0.81		

Table 7.2 Goodness of fit indices

	NFI	AGFI	CFI	GFI	RMSEA
S-B χ^2 (df=41) = 206.330 (p=0.000)	0.888	0.824	0.907	0.891	0.11

7.6 ANALYSIS AND RESULTS

To test the above stated hypothesis, structural equation model was designed including all the variables previously described. The advantage of using the SEM approach is that it incorporates the relationship among multiple variables in one single model (MacKinnon et al. 2002). First order confirmatory factor analysis of the whole model was carried out. The two stage approach of model validation is followed for each construct prior to testing the hypothesized structural path relationship (Anderson and Gerbing, 1988). First, the confirmatory factor analysis (CFA) model was specified showing all the possible relationships among the latent variables before testing the structural model. Results show the overall goodness of fit of the measurement model as shown in Table 7.3 and 7.4.

Table 7.3 Results of first order CFA

Construct	Dimensions	Item	Convergent validity	Reliability	
			Standardized loadings	AVE	CR
Corporate Ability (CA)	COMP & REL	SQ1	0.78	0.585	0.876
		SQ2	0.78		
		SQ3	0.73		
		SQ4	0.78		
		SQ5	0.75		
	CONV	SQ6	0.67	0.511	0.969
		SQ7	0.72		
		SQ8	0.72		
	PHY EVI	SQ9	0.88	0.861	0.949
		SQ10	0.96		
		SQ11	0.94		
Corporate Social Responsibility (CSR)	CUS	CUS3	0.90	0.782	0.933
		CUS4	0.98		
		CUS5	0.97		
		CUS6	0.64		
	EMP	EMP3	0.67	0.663	0.853
		EMP4	0.94		
		EMP6	0.81		
	SHAR	SHAR1	0.81	0.723	0.887
		SHAR2	0.92		
		SHAR4	0.81		
	ENV	ENV1	0.41	0.607	0.807
		ENV2	0.81		
			ENV3	0.61	
	SOC	SOC1	0.65	0.727	0.913
		SOC3	0.93		
		SOC4	0.87		
		SOC5	0.92		
Purchase Intention (PI)		PI1	0.94	0.585	0.876
		PI2	0.97		
		PI3	0.96		

All the fit indices GFI, NFI, NNFI, CFI are above 0.70, meeting the minimum recommended value as prescribed by Hair et al., (1999). The root mean square error of estimation (RMSEA) value is smaller than 0.7 (Bentler and Bonett, 1980). Cronbach's alpha in each case ranges between 0.80 and 0.94, exceeding 0.7, as suggested by Nunnally and Bernstein (1994), indicating internal consistency and reliability.

The AVE for all constructs exceeds 0.50 (Fornell and Larcker, 1981) showing that all items capture sufficient variance in their underlying factors. Overall, the data fit well and assure the convergent validity of the model. Finally, discriminate validity is examined by factor correlation and is confirmed as AVE is greater than the squared correlation between the underlying factors. Item to factor correlation is less than 0.7 (Fornell and Larcker, 1981), confirming the discriminate validity of the model (Table 7.5).

Table 7.4 Goodness of fit indices

	NFI	AGFI	CFI	GFI	RMSEA
S-B $\chi^2= 1227.498$ (429df) (p=0.000)	0.916	0.869	0.943	0.887	0.05

Table 7.5 Discriminant validity

	ENV	CUS	COMP	SOC	PI	PE	SHAR	EMP	CONV
ENV	0.779								
CUS	0.031	0.884							
COMP	0.288	0.035	0.765						
SOC	0.077	0.004	-0.003	0.852					
PI	0.055	-0.041	0.045	-0.103	0.955				
PE	0.052	0.538	0.028	0.027	0.030	0.928			
SHAR	0.012	0.071	0.021	-0.063	0.184	-0.007	0.851		
EMP	0.014	-0.049	0.002	0.140	-0.087	0.005	-0.073	0.814	
CONV	-0.145	0.020	-0.098	-0.037	-0.045	0.007	-0.040	0.039	0.704

7.7 STRUCTURAL MODEL

After testing the reliability and validity of the measurement model, the structural equation model (SEM) was estimated in AMOS 22.0. SEM is an appropriate data analysis technique for examining the multiple relationships of a constructs simultaneously. Constructs are unobservable (latent variable) represented by multiple observable variable. The SEM is an extension and generalization of multiple regression and factor analysis (Hair et al., 2005). One of the benefits of using SEM approach is to incorporate the multiple relationships in a single model. SEM provides the greater flexibility in how the equations are specified (Kline, 2005).

The overall model fit indices for the structural model falls within acceptable range ($\chi^2 = 1227.498$ (429) CFI=0.943, GFI =0.887, NFI=0.916, RMSEA=0.05) confirming that the model fits. The chi square test for the model was significant- which is commonly seen in studies having large sample size (Bollen, 1989). The ratio of chi-square to degree of freedom was also in acceptable range and the root mean square error of approximation (RMSEA) was below the 0.06 threshold limit, which indicated a good overall model fit (Table 6). The comparative fit indexes (CFI) were also above the traditional .90 cut-off point (.000) (Table 7.6).

Table 7.6 Structural model fit indices

	χ^2	df	χ^2/df	CFI	NFI	GFI	RMSEA
Hypothesized model	1227.498	429	2.861	.943	.916	.887	.05

7.8 HYPOTHESIS TESTING

The basic objective of path analysis is to provide a statistical tool to test and confirm the structural model to assess the hypotheses that represents the link among variables of interests (Kline, 2005). This is an important tool to assess the linkage among the variables because the main goal of path analysis is to make an approximation of the degree of association among the variables to investigate the causal relationships (Asher, 1983). The path analysis measures the relative importance of different direct and indirect causal paths leading to the dependent variable.

Finally, the above stated hypotheses were tested. Table 7.7 shows the estimated standardized coefficients along with the p values. Hair et al., (2010) suggested that hypothesis should be accepted at 5 % level of significance if its t value is greater than 1.96 and p value is less than 0.05. H1 posits the impact of corporate ability on consumer purchase intention; findings show a direct and positive relationship between corporate ability and purchase intention ($\beta=0.21$). Therefore, H1 is supported. H2 which proposed a direct relationship between CSR activities and consumer purchase intention ($\beta= - 0.17$) were found to be insignificant and therefore the hypotheses H2 were not supported. These findings demonstrate the significance of awareness as a moderating variable between CSR and purchase intention. However, the authors confirmed its moderating role by applying a moderation test as presented in the next paragraph.

Table 7.7 Path coefficients

	Hypothesis	β	CR (t values)	P value	Contrast
H1	CA- PI	0.21	2.517	.012	Accepted
H2	CSR- PI	-0.17	-2.042	.061	Not supported

7.9 MODERATION EFFECT

A moderating effect is “a third variable that alters the direction or strength of the relation between a predictor and an outcome” (Frazier et al., 2004, p. 116). In that sense, moderator is characterized as an auxiliary variable to more refine a hypothesized causal relationship. We measured awareness on a continuous scale with the seven points

A main issue concerning the consumer reaction to CSR is the presence of the factors that influence this relationship. H3 posits the moderating effect of consumer awareness of CSR activities on purchase intention. To test the H3, the moderated term was entered into a direct effect model. The effect on CSR on consumer purchase intention may significantly vary particularly due to the differences based on the consumer level of awareness of CSR activities. To develop a more comprehensive understanding of the consumer awareness of CSR activities, groups are specified for the moderation analysis based on the level of consumer awareness of CSR activities.

7.9.1 Preliminary analysis

The survey included two questions that are used to determine the groups based on the level of awareness. The survey question includes (1) Are you aware of any initiatives your bank is involved in, which are aimed at improving the social conditions in the community and (2) Are you aware of any initiative, your bank is involved in, which are aimed at improving the environmental condition. The respondents were asked to rate on a seven point Likert scale.

7.9.2 Group specification

In order to examine the extent to which independent variables may vary between customers based on their high and low level of awareness. Based on the rating question, variables were created in the dataset to represent (a) aware and (b) unaware- where 1= unaware (scores of 1-3) and 2= aware (scores of 5-7). The intention was to specify the two groups one is aware and second is unaware. We first divide the whole sample between aware and unaware group according to the median. To change over the continuous scales measuring the awareness variables to dichotomous scales a median split was utilized. Accordingly the variable had a low and high condition termed as aware and unaware. The aware group comprised 237 individuals while the unaware group consisted of 137 individuals.

7.9.3 Multiple-group analysis

To determine whether there are differences in the relationship in the proposed model when consumer are aware or unaware of CSR activities, the examination of moderating effects of awareness by conducting multi group analysis was required (Hair et al., 2010). The moderation was analyzed using the multi group analysis via AMOS 22.0, which involved the comparison of two models. We evaluated the two models- the base model (unconstrained model) freely estimates the structural path of interest and the alternative model (constrained model), where the path is fixed. Moderation of the proposed model was determined based on the chi-square difference test. If a significant difference is observed in the χ^2 in comparing the models, then the significant moderation effect exists.

The results support an overall significant difference based on the awareness level. The unconstrained model ($\chi^2= 365.455$ (328), $p=0.0000$, RMSEA= 0.01, CFI= 0.993, GFI= 0.922,

NFI=0.933) show better fit than the constrained model (452.4 (353) RMSEA= .04 CFI= 0.982, GFI= 0.907, NFI= 0.922) based on the χ^2 difference test (86.945 (25) p .000). The significant difference of χ^2 shows that consumer awareness of CSR activities has a stronger influence on consumer purchase intention and the hypothesis (H3) is accepted. The model observed some key differences in the path loading from CSR to purchase intention for the aware or unaware group. The test results of this statistical analysis are shown in Table 7.8. The findings are congruent with the theoretical argument of previous studies which stated that consumer awareness of CSR activities was a precondition to have its effect on consumer purchase intention (Sen and Bhattacharya, 2001; Pomeroy and Dolnicar, 2009).

Table 7.8 Standardized path loadings for the aware and unaware group

Level of awareness	Antecedent	Outcomes	Loadings	Path Sig.
High	CSR	Purchase intention	0.448	.015
Low	CSR	Purchase intention	-0.055	.969

Further, the results of moderation test to determine which structural path were significantly different between the two groups show that the effect of CSR and purchase intention are significantly different for the two groups.

7.10 DISCUSSION

This study demonstrates the influence of CSR and corporate ability on consumer responses specifically on purchase intention that better reflect the consumer state of mind. In today's intensive competitive business world companies' actions are supplemented by the socially or sustainable practices in their marketing practices in order to measure the influence of CSR on consumer behavior to gain a competitive advantage, the present study contributes to our understanding of the influence of CSR on consumer behavioral outcomes.

The result shows corporate ability has the strongest influence on the consumer responses, the reason is that consumers buy for a personal reason rather for a societal one (Berens et al., 2005). The companies' expertise in producing or delivering the services is the most important element irrespective of any CSR derived benefit (Oketch, 2005). In order to

increase the consumer purchase intention, the corporate ability performance must be of also high quality in banks. Retail banking sector is a profit centric industry and revenue is key part of the performance and CSR activities are subordinate part of overall strategy. Consumer view CSR as a value added activity but does not substitute for a quality services. In order to increase the consumer purchase intention, banks involvement in CSR activities should form a consumer favorable attitude that increase the further disposition of behavior. It is important to note purchase intention cannot be fostered by the immediate marketing effort, but can be boost up by the mangers strategic plan towards the corporate actions. In summary, the purchase intention can be enhanced by strengthening the corporate ability and CSR association.

Although, the effect of CSR should not be underestimated, CSR activities should not discount the fact of profit earning that is essential for the business survival (Oketch, 2005). Consumer awareness of CSR activities is a precondition to have its effect on consumer purchase intention without which the effect is weak (Wigley, 2008; Mohr et al., 2001). To identify the level of awareness of our basic premises we contrasted the responses of consumers who indicated an awareness of bank CSR activities (aware group) and those who were not (unaware group). It has been found that purchase intention level were greater among the CSR aware group than the unaware group. Thus the CSR aware group is more likely to purchase the services from the bank than the unaware group. The difference consistent with the fact consumer is awareness of CSR activities is a prerequisite to have a positive impact on consumer behavior (Pomeroy and Dolnicar, 2009).

7.10.1 The moderating effect of CSR awareness

The effects of CSR activities on consumer responses have been well documented in the literature, but the issue concerning the consumer awareness is seldom discussed. This study contributes to the literature by examining the moderating effect of awareness between the CSR association and consumer purchase intention. The findings of the study are similar to Arli and Lasmono (2010) findings which suggested that if consumers were aware of CSR activities it would impact their purchase behavior. Thus company should make an effort to educate the customers and make them aware of their socially responsible practices. This should be done strategically without being perceived as a marketing ploy. A lack of

consumer awareness is the key inhibiting factors for consumers not willing to pay for the socially responsible firms. Banks should make a constant effort to increase the level of awareness towards the CSR activities among consumers.

7.10.2 Implication of the study

The findings drawn from this study have important implication for the banking companies in India. It is important for the companies to build a social image to have its positive influence on their consumer behavior. Regardless of this, it is utmost important to communicate these activities to have a favorable response in the consumer's mind (Swan and Vanhamme, 2004) but this communication may lead to further expectations. CSR activities will result positively in a way when these actions are considered credible by their consumers (Yoon et al., 2006). If the communicated activities are not corresponding to the actual behavior of the company, it will lead to less credibility and negative images and have an adverse effect on consumer mind. In this regard, the important here is to highlight not to heavily invest in CSR activities, but rather to carefully select the activities (Becker-Olsen et al., 2006). It is advisable to invest in those activities that are closely aligned with the company's mission and values and those aimed at enhancing the community development.

7.11 CONCLUSION

This chapter presents the primary outcome of the study, where the conceptual framework has been tested and the variations in the proposed model have been examined. In this chapter, a model has been developed that examines the relationship between corporate ability, CSR and consumer purchase intention in the banking industry. To serve this purpose, a psychometric scale development process has been followed. Various reliability and validity tests have been conducted for the refinement and validation of the scale. In addition to this, hypothesis testing was also performed by using AMOS 22.0 software. Finally, discussions and implications of the study have been discussed.

RESEARCH SUMMARY, FINDINGS, LIMITATIONS AND SCOPE

This chapter presents the overview of the present research work conducted by discussing the major findings and discussions based on the results obtained after fulfillment of the objectives of this research. It integrates those findings with the theoretical and managerial implications drawn from the studies, and highlight upon the limitations and suggestions for future research.

8. INTRODUCTION

CSR is a global agenda for the corporations in today's time. As per Idowu and Filho (2009), "*a gap exists in our [understanding] of how corporate entities in different political settings, economic context and cultural circumstances around the world understand, perceive and are indeed practicing.....social responsibility*". Moving from our understanding of CSR as a concept and its relative impact on firm performance to the influence of CSR activities on consumers, researchers can derive meaningful insight from this study as to how, when and why consumers respond to CSR. In this study, author exhibits the influence of CSR and corporate ability on consumer responses (specifically on purchase intention) that better reflect the consumer's state of mind. In today's highly competitive business world, companies supplement their marketing activities with socially responsible or sustainable practices to gain competitive advantage. This study offers a deeper understanding of the influence of CSR activities on consumer responses.

A recent development in CSR literature is the use of the stakeholder approach. It is found that the companies that address stakeholder concern in business activities perform better than those that do not (Polonsky and Scott, 2005; Sangle, 2005). Customers are one of the important stakeholder groups that are most affected by an organization's activities (Freeman, 1984). Therefore, in order to develop and implement a CSR strategy, companies

are required to take care of all stakeholders' interests. Sometimes this becomes contradictory as one initiative that is beneficial to one stakeholder group may result in increased cost to another (Bhattacharya et al., 2009).

The result of the present study indicates that positive consumer responses are a decisive indicator of the companies to adopt the socially responsible practices in their operations. Therefore, apart from the achievement of the business goals, company has a chance to give back their own contribution to the community as well as fulfilling the desire of consumers of feeling good for socially responsible consumption. This includes the satisfaction of consumer needs per se and similarly giving a chance to them to invest their money for the betterment of the society.

8.1 RESEARCH FINDINGS AND DISCUSSION

According to the information processing theory, every human being is like information processing system which takes the information from the surroundings and then processes it. The processing includes the many stages like awareness, reasoning, judging and finally the behavioral outcomes (Miller, 1956). Therefore, in order to understand the consumer responses to CSR, companies need to pay the attention to not only the external outcomes such as purchase intention but also the internal outcomes such as consumer awareness about the companies CSR initiatives. This has become particularly important due to heightened competition in the marketplace (Bhattacharya and Sen, 2004).

This study is an attempt to fill the identified gaps from the literature. The purpose of this study is to understand the role of CSR and corporate ability on consumer purchase intention. Apart from a substantial amount of literature on CSR and consumer behavior, there is a lack of empirical research testing and measuring of CSR activities in the banking industry (Khatri et al., 2012). This study is aligned with the stream of research initiated by Brown and Dacin, (1997) and brings together the two types of corporate association (CA and CSR) and analyzing the role of these associations on consumers' purchase intention.

The primary objective of this study is to understand the CSR activities in the Indian banking industry. As it has been argued in the literature, the application of CSR activities varies by industry (Decker, 2004; Campbell, 2007; Carroll, 1979), thus a design scale

should be adjusted to understand the industry specific factors of CSR (Decker, 2004). Considering the limitations of previously used scales, the purpose of this study is to develop a new instrument to measure the CSR activities in the banking sector. According to Churchill's (1979) methodological approach, this study followed both the qualitative and quantitative approach to develop a measurement scale. Based on the review of literature and discussions with bank managers and experts, five CSR domains (customer, employee, shareholder, environment, society) and the responsibilities of each one were identified. After construct domain specification and initial reduction of items for content and face validity a questionnaire was designed for data collection.

To test the adequacy of the scale, a personal survey with banking employees was designed. After data collection, scale items were further purified with the help of EFA and CFA tests. EFA was used to eliminate the superfluous items, and then CFA was conducted using the maximum likelihood method to test the measurement model. After EFA, next validation step of the scale consists of analyzing the psychometric properties of the scale. For that purpose, first and second order CFA is performed using AMOS 22.0 as per the maximum likelihood estimation procedure. This measure purification process relies on "iteration of confirmatory factor analyses, where the goal is to improve the congeneric measurement properties of the scale" (Arnold and Reynolds, 2003, p. 83). So, CFA was performed on the remaining items as done by Marsh, and Hocevar, 1985. A five-factor model represented the correlated factors and resulted in a poor model fit. Items were trimmed through the iteration process under theoretical consideration as suggested by Anderson and Gerbing, 1988. As a result of this, six items were deleted due to cross loading and were captured by another measure.

So, CFA was performed on remaining items (Marsh and Hocevar, 1985). The final model consisting of 17 items representing five constructs had acceptable fit indices, and showed improvement over the initial CFA. The final CFA indicated acceptable model fit with the data ($\chi^2= 140.872$ (109) ($p=0.02$), CFI=.992, GFI= .948, NFI= .964, RMSEA=0.03). The chi-square was significant, which is usually common with very large sample sizes (Bollen, 1989). The ratio of chi-square to degrees of freedom was in the acceptable range (2-5) and the root mean square error of approximation (RMSEA) was below the 0.08 threshold, which indicated good overall model fit. Finally, the multidimensionality of scale was again

tested with a second order confirmatory factor analysis, which was necessary for the high inter correlations among the five dimensions in line with Anderson and Gerbing, 1988. All the factors loaded significantly and accurately representing the underlying concept. Overall, the results shows a good model fit, the value of χ^2 and the other fit indices is significant once again (χ^2 (df) = 170.269 (118), CFI= .986, GFI= .939, NFI= .956, RMSEA = .03, p=.001) confirming the validity of the scale.

The results of this scale have confirmed the multidimensional nature of CSR perceptions, which are aligned with previous studies (Garcia de los Salmenes et al., 2005; Perez et al., 2013; Decker, 2004). This study contrasted Carroll's (1979) framework, which states CSR is comprised of economic, legal, ethical and philanthropic activities and taken Freeman's (1984) stakeholder theory as a frame of reference. This scale proved to be reliable for measuring consumer perceptions of CSR across gender, age groups, qualifications and the position within the organization. The different dimensions identified for CSR perceptions are proved reliable and valid. This scale will also be helpful for managers who make decisions related to the communication of CSR activities, which is domain of CSR that should be given more attention due to the importance attached to it.

A recent trend observed in the literature is the use of stakeholder theory (Oberseder et al., 2013; Perez et al., 2013; Turker, 2009), which comprises many dimension. This study contributes to CSR literature through the practical application of stakeholder theory in the banking industry. As Dahlsrud's (2008) findings of analyzing the 37 definitions of CSR in which 88 % of them considered 'interaction with stakeholders' in their proposals and 'how organizations interact with their employees, customers, and communities' or 'treating the stakeholder of the firm'. As per his finding, this is the most prominent dimension for understanding the CSR.

The results show that all the five dimensions contribute to CSR and should help the banks in their CSR reporting. It has been seen that many CSR reports focus on the limited stakeholder groups while here the results suggest that such activities should be wide and focus on relevancy to each stakeholder considered. This scale would be helpful to the marketing managers for evaluating and identifying the visibility of CSR initiatives and designing effective social marketing strategies, this is also suggested by Maignan and

Ferrell 2004. The visibility of CSR initiatives differ in the marketplace (Burke and Logsdon 1996), 'while initiatives to customers may be rather visible in the marketplace, initiatives to internal stakeholders (i.e. employees) and external stakeholders higher up the supply chain (e.g. suppliers, investors) will be less visible to consumers' (Torres et al. 2012). Identifying the CSR area where banks need more visibility is salient for implementing successful marketing strategies. This study highlights areas of improvement with important implications for the managers in the banking industry.

Based on the qualitative and quantitative dataset, the findings confirm the multidimensionality of CSR construct. Some interesting findings have been identified since the most highly rated dimensions is related to employee's safety at workplace and second is concerned with improving the general well-being of society. In India, most of the banks are channelizing their money for the community welfare activities like education, rural development and providing health care services in society (Narwal, 2007; Fatma and Rahman, 2014). The shareholder domain is least rated, as it has been demonstrated that the responsibilities towards the shareholders are the inherent activity of the organization and are not considered to be part of CSR (Brown and Dacin, 1997). CSR activities oriented to reduce consumption of natural resources are poorly rated which shows disengagement among the banks reported and actual environmental performance (Foretica, 2011). This result can be understood because in India banks have recently given attention to sustainable practices into their operations.

The next objective of the study is to examine the path relationship between corporate ability, CSR and consumer purchase intention. The present study draws on Brown and Dacin's (1997) work to conceptualize corporate associations in terms of perceived service quality. This study adopted the Gournaris et al. (2003) 15 item scale which is an extension of Parsuraman et al. (1988) developed specifically for the banking industry. The dimension for these scales includes 15 items that were included in the scale. The analysis of the 15 items of SERVQUAL suggests that customer differentiate the three dimensions of service quality in the retail banks of India. These include employee's competence and bank reliability, product innovativeness, physical evidence, value for money and convenient location. These dimensions have unique characteristics in the retail banking environment. The dimension 'employee competence and reliability' includes the items such as whether

the banks provide the prompt services or not, whether the employees give individual attention to solve the customer problems, does the employees have the skills to respond the customer needs, whether the banks maintain the error free record and provides the services right at the first time. The second dimension, 'Convenience and product' includes the convenient branch location, different variety of products offered by the bank, whether the banks are providing the flexible product to the customer meeting to the specific need of the customer and how easy for the customer to use the products and services offered by the banks. The dimensions 'physical evidence' includes that whether the employees are well dressed or not, banks atmosphere is warm or not and the behavior of the banks staff are friendly with the customer or not. Separate CFA tests were run for the service quality scale. The scale was purified by eliminating the items with factor loadings below 0.7 thresholds. The results are shown in Chapter 7 Table 7.1.

Next, structural equation model was designed including all the variables previously described. The two stage approach of model validation is followed for each construct prior to testing the hypothesized structural path relationship (Anderson and Gerbing, 1988). First, the CFA model was specified showing all the possible relationships among the latent variables before testing the structural model. For structural model, a 31 item three construct model was submitted for CFA in AMOS. The overall model fit was in the acceptable range ($\chi^2(df)=1227.498 (429) (p=.000)$, CFI=0.943, GFI= .887, NFI= 0.916, RMSEA=0.05). The chi-square test for the model was significant—which is very common in the case of large sample sizes (Bollen, 1989). The ratio of chi-square to degrees of freedom was also in the acceptable range (2-5), and the root mean square error of approximation (RMSEA) was below the 0.08 threshold, which indicated good overall model fit (Table 7.4).

The path leading from corporate ability to purchase intention is statistically significant at .0001 level. H1 posits the impact of corporate ability on consumer purchase intention; findings show a direct and positive relationship between corporate ability and purchase intention ($\beta=0.21$). Therefore, H1 is supported.

H2 which proposed a direct relationship between CSR activities and consumer purchase intention ($\beta= -0.17$) were found to be insignificant and therefore the hypotheses H2 were not supported. These findings indicate the importance of awareness as a moderating

variable between CSR and purchase intentions. However, the author confirmed its moderating role by applying a moderation test as presented in the next paragraph.

8.1.1 The moderating effect of CSR awareness

Further, in objective three the results of the moderation analysis based on the levels of consumer awareness of CSR activities did support an overall significant difference based on the awareness. The results support an overall significant difference based on the awareness level. The unconstrained model ($\chi^2= 365.455$ (328), $p.0000$, $RMSEA= 0.01$, $CFI= 0.993$, $GFI= 0.922$, $NFI=0.933$) show better fit than the constrained model (452.4 (353) $RMSEA= .04$ $CFI= 0.982$, $GFI= 0.907$, $NFI= 0.922$) based on the χ^2 difference test (86.945 (25) $p .000$). The model observed some key differences in the path loading from CSR to purchase intention for the aware or unaware group.

Findings of this study reveal that the level of consumer awareness of CSR initiatives in India is low and is the reason why consumers do not respond to CSR (Fatma and Rahman, 2016). The present study shows that consumers who are more aware of CSR initiatives exhibit favorable purchase intention. These findings are consistent with those of Arli and Lasmono (2010) which suggested that if consumers were aware of CSR initiatives, it would impact their purchase behavior. Thus, companies should make an effort to educate customers and make them aware of their socially responsible practices. This should be done strategically without it being perceived as a marketing ploy. Lack of consumer awareness is the key inhibiting factor behind consumers not willing to pay for products/services of socially responsible firms. Consumers tend to show a high level of trust and awareness in the companies CSR are, 'more likely to transform a good CSR record into positive corporate evaluation and product association' (Tian et al., 2011, p. 197). "what consumer knows about a company can influence their evaluations of products introduced by the company and different type of associations can have important but different influences on product and company evaluations" (Brown and Dacin, 1997, p. 68).

8.2 RESEARCH CONTRIBUTION OF THE STUDY

This research has several theoretical and managerial contributions. The outcomes of the present research add to the existing body of literature on CSR. This study has an added

value from both the managerial and academic perspective. From the managerial perspective, it suggests that managers should extend their understanding of the usually focused commercial activity on the social welfare activity. The results of the study provide a path for the both academicians and practitioners for the implementation of CSR practices. The main probable implications of the present research are:

8.2.1 Theoretical implications

Now a day's companies are under pressure to improve their socially responsible image (Smith and Langford, 2009), due to its implication for the consumers and marketing outcome (Green and Peloza, 2011). Consumers reward the firm for good social performance and penalize or boycott for the poor social performance (Bhattacharya et al., 2009). This study analyzes the relationship between the two important domains of corporate association (CA and CSR) in the marketing literature on consumer responses in the Indian banking industry.

The main purpose of business enterprises is to build strong associations including corporate ability and CSR association (Brown and Dacin, 1997). Being socially responsible has two fold advantages- on one side it reflects the moral and ethical behavior of contemporary business while on the other side CSR should be main concern for the any business enterprise due to its implications on firm performance and consumer behavior (Windsor, 2006). Previous literature from different disciplines investigates the link CSR and firm financial and non-financial performance (McGuire et al., 1988; Stanwick and Stanwick, 1998). However, extent literature pays less attention to the process of the joint effect of corporate ability and CSR on consumer responses. Accumulated evidence exists to support the path from corporate ability to purchase intention but what about the role of CSR in this process. This study incorporates both the CSR and corporate ability variables to incorporate the integrative model of CSR-CA and measure its influence on consumer purchase intention.

This study makes distinct contributions: First, results show that corporate ability has the strongest influence on purchase intention. The reasons for this may be: 1) For the company, expertise in producing or delivering services is the most important activity. 2) For consumers, the availability of high quality and timely service is of utmost importance;

this emphasizes that consumers buy for a personal reason rather than a societal one (Berens et al., 2005). Second, the moderating effect of level of consumer awareness of CSR initiatives on purchase intention is demonstrated. Findings reveal that CSR activities positively affect consumer purchase intention if consumers are aware of CSR initiatives.

The results are empirically measured and verified and confirm the findings of previous studies where the link between social initiative and consumer behavioral outcomes has been studied (Mohr and Webb, 2005; Brown and Dacin, 1997; Sen and Bhattacharya, 2001). Consumer awareness of CSR activities is necessary to have an effect on consumer purchase intention (Wigley, 2008; Mohr et al., 2001). Despite this fact, previous studies have not considered awareness as an influencing factor; “past studies have assumed awareness of CSR or created it by providing examples, then measuring consumer responses” (Mohr et al., 2001, p. 48). Consequently, the level of consumer awareness of CSR activities has been tested in artificial settings and it remains unclear whether the consumer in the market is actually aware of such activities, leaving a gap in our understanding. Many researchers (e.g. Mohr et al., 2001; Pomeroy and Dolnicar, 2009) have given a call to examine the level of consumer awareness of CSR initiatives in a real scenario. The present study addresses this call and contributes to extant literature by examining the moderating effect of the level consumer awareness of bank CSR initiatives on purchase intention.

Third, this study contributes to existing literature by examining consumer responses to CSR activities in a developing country such as India and fills the gap that existed due to research being limited only to developed markets. Results show that positive consumer response is a decisive indicator for companies to incorporate socially responsible practices in their operations. Therefore, apart from the achievement of business goals, the company has a chance to give back to the community and fulfill the desire of consumers – that of socially responsible consumption.

According to Carroll (2000), developing a measure of social activities that address corporate social performance is a challenge and “if we do less than this, we should not call it a social performance” (Carroll, 2000, p. 74). Despite the apparent risks associated with other measures, stakeholder perception is a more reliable way to measure CSR. Academic literature has shown that identifying and measuring CSR based on stakeholder perception is

a complicated task (Turker, 2009). To capture a company's diverse responsibilities towards stakeholders, the stakeholder theory has been taken as a frame of reference (Decker, 2004; Turker, 2009; Perez et al., 2013; Oberseder et al., 2013). However, several empirical studies have tested the scale and measured CSR in developed economies, yet there are no equivalent studies for developing economies like India. Fourth, this study tries to fill this void by providing a reliable and valid scale to measure the CSR activities of the Indian banking sector.

This scale is developed through a standard scale development process and provides important implications. It is expected that this study for the development of a scale for the assessment of CSR and its influence on consumer purchase intention in Indian banks, will work as a tool for attracting the interest of various researchers in this field of study, especially in developing countries. This study touched on various issue of CSR that may be useful in developing a strategy and will be helpful in policy formulation to improve efforts towards the goal of social and sustainable development. The contribution of this study in theory and practices lies in developing and validating a scale based on stakeholder perception. Although, several ways of measuring CSR have been discussed in literature from a corporate perspective (Maignan and Ferrell, 2000; Turker, 2009). This study adds to the literature by providing another measure of CSR.

8.2.2 Managerial implications

Findings of this study have important implications for banking companies in India. These are as follows-

1. The concept of CSR has gained increased attention in India after the introduction of the New Company Act 2013. As per this new company Act, every company earning Rs 5 crore net profit annually are abided to invest two percent of their profit into CSR activities. To reap the benefits of this investment made in socially responsible activities in the market place, banking companies should communicate these activities to take favorable response from the consumers. Previous research shows that consumers are willing to pay more or become loyal to companies that are indulging in community welfare activities (Mohr and Webb, 2005). Socially responsible investment suggests that companies should do more in the corporate

identity management. From the strategic perspective, managing identity can increase the corporate association, which results in stronger corporate association among consumers (He and Li, 2011). Implication for the consumer is higher in the service sector therefore the consumer perception of socially responsible behavior and service quality has a great consequence of the consumer behavior as suggested by Sureshchander et al. (2002).

2. Managers in the market place are facing a challenge in attracting and retaining the consumers in the service sector. The banking industry is characterized as high risk and low level of differentiation in the products and services between the service providers. The company's expertise in producing and delivering the services can enhance the role of service attributes of the banking companies. In addition, CSR activities play a crucial role in enhancing the reputation of the bank and resulting in positive consumer response. In order to attract the customer, banks core services should be of high quality. Our findings suggest that companies can obtain substantial benefits by integrating CSR initiatives into their marketing strategies. The intangible characteristic of service firms brings the risk for the consumers, building a strong association with the companies may reduce such risk and result in increased confidence with the companies.
3. It is important for companies to build a socially responsible image to have a positive influence on consumer behavior. However, it is of utmost importance to communicate these activities to have a favorable response in consumers' minds, this is also suggested by Swan and Vanhamme, 2004. Then again, this communication may lead to further expectations. CSR activities are more likely to have positive effects when they are considered credible by consumers (Yoon et al., 2006). If the communicated activities are not consistent with the actual behavior of the company, the result might be decreased credibility and negative company image. It is noteworthy here that it is not heavy investment in CSR activities that is important, but the selection of appropriate CSR activities (Becker-Olsen et al., 2006). It is advisable to invest in activities that are closely aligned with the mission and values of the company and at the same time contribute towards community development.

4. For banks to increase consumer purchase intention, corporate ability performance must be of high quality. The retail banking sector is a profit oriented industry and revenue is assigned top most priority while CSR activities are a part of overall strategy. Consumers view CSR as a value adding activity but are not a substitute for quality services. In order to increase consumer purchase intention, banks should communicate with consumers about their involvement in CSR activities to form a favorable image in their minds. This could lead to positive consumer behavior. It is important to note that purchase intention cannot be fostered by immediate marketing efforts, but requires long term view, strategic plans and effective actions. To summarize, purchase intention can be enhanced by strengthening corporate ability and CSR association.
5. The implication of this study for managers is to understand that, they can gain a competitive advantage by understanding when, why and how consumers respond to CSR activities. It is important for companies to understand what consumers are considering as CSR activities because the outcome of such CSR activities are more internal (awareness, knowledge) rather as external (purchase, loyalty) to customers. On the whole, our findings suggest that the marketer's knowledge of consumer responses to CSR activities is very limited as only a few aspects of CSR activities have been addressed, which gives a narrow view of consumer responses to CSR. In today's scenario, when most of the companies are engaged in CSR activities (McKinsey and Company, 2009), a deep understanding of how CSR activities influence consumer responses is required.
6. Most of the companies CSR efforts are unfocused (Porter and Kramer, 2002), the present research suggest from a customer point of view, the best CSR strategies are those that align with companies core business strategies. As Smith (2003) stated that developing a right CSR strategies requires an understating to differentiate the company's business activities from its competitors. The presence of strong CSR belief in the customers towards the company is critical to the success of CSR strategy.

7. This study complements the previous research by establishing a bridge between corporate, association and consumer behavior. This study take the important key variables of consumer behavior outcomes- purchase intention, which leads to firm improved financial performance. The findings provide an important insight of consumer behavior, how they form their attitude and made judgment towards the company and also allow the companies to design the better strategies for consumers that prove to be profitable in the long run.
8. The alignment of business stratgy with the CSR strategy will help in leveraging the good financial returns on their CSR investment. This study has important implications for banks personal to know where to focus their CSR activity and why.

In sum, companies should maintain the strategic balance between corporate ability and its investment in socially responsible initiatives to enhance the overall corporate association.

8.3 LIMITATION OF THE STUDY

Apart from significant findings, many limitations have been acknowledged in the present study. The present model of the study has been tested in the banking sector, where the nature of services is complex and there is a perceived risk associated with these services. This leads to the overestimation of the corporate ability association. The authors suggest that the proposed model be tested in other sectors also where the perceived risk associated with services is less and nature of services is less complex.

Although the data was collected from a representative sample of Indian banks, the findings cannot be generalized because of the country specific context. Further testing and validation of the scale in the other countries is needed to prove its reliability. In spite of considering all relevant stakeholder groups of the banking industry, it is important to highlight that not all the possible stakeholders were included. According to the recommendation made by Turker (2009), additional stakeholders like suppliers (Chan and Chan, 2006) and government may be included for the further research.

While present study reflects the perception of customers toward the CSR activities of their bank, it is possible that the information will be biased. This limitation was minimized to

some extent during the initial collection of data. The respondents were ensured of the confidentiality of their response and all the information was kept anonymous. It was expected that they provide right information. The design of the study did not allow for longitudinal information and the variations of consumer perception due to financial problems could not be captured, so further research can be expanded into a longitudinal study.

This study does not take into account the role of personal factor in the proposed path relationship model. Future research should examine the role of personal factors such as personality traits, cultural values, variety seeking behavior etc.

This study has not considered control variables, for instance, (e.g. firm size, profitability, various leveled structure) that may impact the customer responses. This imperative of this study can be upgraded by taking these control variables, looking over other industry, client across over various time compass so that the true effect of corporate relationship on purchaser behavioral results can be examined. Furthermore, socially responsible activities are very sensitive to the socio-cultural context (Boxenbaum, 2006), it is not feasible to transfer the findings obtained from the Indian market to the other environment (Seth et al., 2008).

This study doesn't take into account the importance of each dimension effect and its relationship to CSR. Further research should apply the analytical hierarchy process (AHP) to understand the relative importance of factors (Baykasogul and Golcuk, 2015; Chan et al., 2004; Singh and Singh, 2010, 2011).

8.4 FUTURE RESEARCH WORK

This present study suffers from several limitations, which open an avenue for further research. The research carried out in the present study is widespread and may be of high use to academicians, practitioners, managers, decision makers and scholars. Every study has its own limitation in terms of the different issues as mentioned in an earlier section. These limitations raise the need to extend this work in further studies. The study presents many opportunities that could be explored in future studies. The possible and important scope for future research is presented as below:

First, a central theme of this research is to understand the potential of CSR activities to generate the positive consumer responses. The surging popularity of the concept of CSR in the marketing literature, one notable additional area of research is to examine the effects of CSR on the other behavioral outcomes. More specifically, the present study established a moderating role of awareness but did not examine its underlying mechanism. Further research should also focus on how consumer makes a purchase decision, this is also suggested by Sharma and Gupta, 2011; Sharma and Gupta, 2009 taking the CSR process into account when loaded high CSR information and saturated market. Further research may explore the types of social issues consumers consider when evaluating a company. There is an attitude-behavior gap among consumers in the actual market place; for instance, consumers may have a tendency to say that they are willing to pay more for goods/products of socially responsible firms but whether they actually do so remains doubtful. Also, future research may focus on establishing a link between the intentions and actual behavior of consumers. The theoretical model used in the present study was tested through a self-administered questionnaire and response bias may influence the findings. The use of another method (e.g. quasi-experiment, longitudinal, AHP, ANP) in further research may help in enhancing the findings of the study, which is also suggested by Ware et al., 2014; Baykasoglu et al., 2011.

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List of Publications from the Present Research

Research papers: Published/Accepted in International Journals

1. **Fatma, M.** and Rahman, Z. (2014), “Building Corporate identity using corporate social responsibility: a website based study of Indian banks”, *Social Responsibility Journal*, Vol. 10 No. 4, pp. 591-601 {Emerald}.
2. **Fatma, M.** and Rahman, Z. (2014), “Consumer perspective on CSR: Literature review and future research agenda”, *Management Research Review*, Vol. 37 No. 11, pp. 195-216. {Emerald}.
3. **Fatma, M.**, Rahman, Z. and Khan, I. (2014), “Multi item stakeholder based scale to measure CSR in the banking industry”, *International Strategic Management Review*, Vol. 2 No. 1, pp. 9-20. {Science Direct}. **(Most downloaded article)**.
4. **Fatma, M.** and Rahman, Z. (2016) “Measuring the influence of CSR on consumer responses”, In Book series of ‘*Corporate Governance and Responsibility*’ {Emerald}. (Accepted).
5. **Fatma, M.** and Rahman, Z., (2016) “The role of CSR as determinant of consumer responses in the financial sector”, *Decision* {Springer} (Under revision).

Papers published outside from this research work

1. **Fatma, M.**, Rahman, Z. and Khan, I. (2015) “Building company reputation and brand equity through CSR: The mediating role of trust”, *International Journal of Bank Marketing*, Vol. 33 No. 6. {Emerald}.

Papers under review in International Journals

1. **Fatma, M.** and Rahman, Z., “Measuring the influence of CSR on consumer responses”, *Journal of Retailing and Consumer Services*, {Science Direct}. (Under review).
2. **Fatma, M.** and Rahman, Z., “The impact of corporate ability and CSR on consumer

- responses”, *CSR in Tourism Industry*, IGI Global, (Under review).
3. **Fatma, M.** and Rahman, Z. “The impact of CSR on consumer responses in the Indian hospitality sector”, *International Journal of Culture, Tourism, and Hospitality Research*, {Emerald} (Under review).
 4. **Fatma, M.** and Rahman, Z. “The Role of corporate association in building consumer brand loyalty”, *Journal of Product and Brand Management*, {Emerald} (Under review).
 5. **Fatma, M.** and Rahman, Z. “How does corporate association influences consumer brand loyalty?”, *Australasian Marketing Journal*, (Under review), {Science direct}.

Research Papers: Published/Presented in International Conferences

1. **Fatma, M.** (2013) “Influence of Corporate Social Responsibility Reporting on Firm’s Performance: A Study of Indian Companies”, International Conference on Excellence in Research and Education, organized by IIM Indore, May,9-12, 2013.
2. **Fatma, M** and Rahman, Z. (2013), “Is corporate social responsibility marketing aligned with the performance of Indian banks”, International Conference on Research in Marketing, organized by IIT Delhi, December 21-22, 2013.
3. **Fatma, M.** and Rahman, Z. (2014), “Building brand image through cause related marketing: A Study of Select FMCG’s in India”, International Conference on Research and Sustainable Business, organized by IIT Roorkee, 8-9 March, 2014.
4. **Fatma, M.**, Rahman, Z. and Khan, I. (2014), “The role of CSR as determinant of consumer responses in the financial sector”, MARCON 2014, organized by IIM Calcutta, 10-12 December, 2014.
5. Khan, I., **Fatma, M.**, and Rahman, Z. (2014) “Measuring the influence of corporate association on consumer behavioral outcomes”, MARCON 2014, organized by IIM Calcutta, 10-12 December, 2014.
6. **Fatma, M.** (2014), participated in 3rd International conference on Vedic Foundations of Indian Management, organized by ISOL research foundation in collaboration with Department of Management Studies, IIT Roorkee, November, 28-30, 2014.

7. **Fatma, M.**, Rahman, Z. and Khan, I. (2015), “Consequences of consumer responses to CSR”, 6th IIMA conference on marketing in emerging markets, organized by IIM Ahmadabad, 7-9 January, 2015.
8. **Fatma, M.**, Rahman, Z. and Khan, I. (2015), “Measuring consumer perception of CSR and its effect on brand experience”, Global Conference on Managing in Recovering Markets (GCMRM 2015), to be organized by MDI Gurgaon, 11-13 March, 2015.

APPENDIX-I



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QUESTIONNAIRE FOR EMPLOYEES SURVEY

Mobin Fatma

mobinfatimambd@gmail.com

Department of Management Studies, IIT Roorkee

Dear Respondents,

The purpose of this questionnaire is to identify some valid and reliable questions for measuring the influence of corporate social responsibility on consumer responses. This questionnaire contains some scale items, which you can voluntarily respond, or you may quit at any time you desire. Information collected through this questionnaire will be kept anonymous and will only be used for academic purposes. Although the results of this study will be published, it will be devoid of any identifying information. The respondent identity will be confidential until disclosure is required by the law.

The study has been explained to me and all my questions have been satisfied. I may suggest additional questions, if I feel it is required in my case. In case of further questions regarding the respondents' rights or anything regarding researcher's affiliation, can contact Dr. Zillur Rahman, Department of Management Studies, IIT Roorkee, yusuffdm@iitr.ernet.in

Introduction

The objective of this research is to identify the CSR activities of Indian banks. Before asking to share your opinion about your banks corporate social responsibility, we need to clarify what we mean by corporate social responsibility.

Corporate social responsibility

Corporate social responsibility (CSR) means companies responsibility to behave ethically towards all the stakeholders who are affected by the organization activities and operations. Every company is abide by law to fulfill its responsibility towards these concerned stakeholder group.

About questionnaire

The present questionnaire is divided into five questions. Section I comprises a brief profile of the respondent through a number of demographic variables. Section II obtains the information about the customer perception of the corporate social responsibility of banks.

1. Please read each item carefully before answering them.
2. Indicate your decision by placing a tick (“√”) in the box to the right of the items.
3. Make sure to complete **ALL** items.

Section I: Personal Detail

1. Please indicate your gender:
 - Male
 - Female
2. Please indicate your age (in years):
 - 18-35
 - 36-50
 - 51-65
3. Please indicate your qualification:
 - Intermediate
 - Bachelor degree
 - Masters degree
 - Professional degree
4. Please mention your position in bank:
 - Clerk
 - Junior manager
 - Middle manager
 - Senior manager

Section- II

For each of the statements listed below, please tick the appropriate circle, where 1= Strongly disagree (SD); 2=Somewhat disagree (D); 3=Disagree; 4=Neither agree nor disagree (N); 5=Somewhat Agree (A); 6= Agree; 7= Strongly agree (SA).

Do you think....

- | | | | | | | | |
|---|---|---|---|---|---|---|---|
| 1. Your bank has policy for customer safety and confidentiality product and services offered by it. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 2. Your bank treats its customers honestly. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 3. You bank has established procedure to customer complaints. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 4. Your bank make an effort to know the customer needs | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 5. Your bank offer safety at work to its employees. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 6. Your bank offer training and carrier opportunity to its employee. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 7. Your bank treats its employees fairly | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 8. Your bank is concerned to fulfill its obligations vis a vis its shareholders. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 9. Your bank keeps a strict control over its cost. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 10. Your bank ensure its survival and long term success. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 11. Your bank communicate to its customers about Environmental practices. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 12. Your bank reduces its consumption of natural resources. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 13. Your bank exploits renewable energy in a productive process compatible with the environment. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |

14. Your bank is concerned with improving the general wellbeing of society.	1	2	3	4	5	6	7
15. Your bank direct part of its budget to donation and social work favoring the disadvantaged.	1	2	3	4	5	6	7
16. Your bank play a role in society that gore mere beyond profit generation.	1	2	3	4	5	6	7
17. Your bank engage in philanthropy- contributing to such causes as education, the art and social services.	1	2	3	4	5	6	7

Notes: respondents were asked to indicate their agreement or disagreement with each of the items listed here, using a 7-point scale ranging from “strongly disagree” to “strongly agree,” with a midpoint labeled “neither agree nor disagree.”

APPENDIX-II



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QUESTIONNAIRE FOR CUSTOMER SURVEY

Mobin Fatma

mobinfatimambd@gmail.com

Department of Management Studies, IIT Roorkee

Dear Respondents,

The purpose of this questionnaire is to identify some valid and reliable questions for measuring the influence of corporate social responsibility on consumer responses. This questionnaire contains some scale items, which you can voluntarily respond, or you may quit at any time you desire. Information collected through this questionnaire will be kept anonymous and will only be used for academic purposes. Although the results of this study will be published, it will be devoid of any identifying information. The respondent identity will be confidential until disclosure is required by the law.

The study has been explained to me and all my questions have been satisfied. I may suggest additional questions, if I feel it is required in my case. In case of further questions regarding the respondents' rights or anything regarding researcher's affiliation, can contact Dr. ZillurRahman, Department of Management Studies, IIT Roorkee, yusuffdm@iitr.ernet.in

Introduction

The objective of this research is to identify the consumer understanding of CSR activities and how willing he/ she is to pay for the CSR activities. Before asking to share your opinion about your banks corporate social responsibility, we need to clarify what we mean by corporate social responsibility.

Corporate social responsibility

Corporate social responsibility (CSR) means companies responsibility to behave ethically towards all the stakeholders who are affected by the organization activities and operations. Every company is abide by law to fulfill its responsibility towards these concerned stakeholder group.

About questionnaire

The present questionnaire is divided into five questions. Section I comprises a brief profile of the respondent through a number of demographic variables. Section II obtains the information about the consumer perception of the corporate social responsibility of banks. Section III takes information about the commercial expertise of the bank in the industry. Section IV collect information on consumer intention to be a banking customer. Section V gathers information about consumers general awareness of banks corporate social responsibility activities.

1. Please read each item carefully before answering them.
2. Indicate your decision by placing a tick (“√”) in the box to the right of the items.
3. Make sure to complete **ALL** items.

Section I: Personal Detail

1. Please indicate your gender: Male Female
2. Please indicate your age (in years): 18-24 25-30 31-40 41-50 50 & above
3. Please indicate your qualification: High school & below Graduation Post-graduation Professional degree
4. Please indicate your income: <10,000/- 10,000-30,000 31,000-50,000 > 50,000/- None

Section- II

For each of the statements listed below, please tick the appropriate circle, where 1= Strongly disagree (SD); 2=Somewhat disagree (D); 3=Disagree; 4=Neither agree nor disagree (N); 5=Somewhat Agree (A); 6= Agree; 7= Strongly agree (SA).

Do you think.....

1. Your bank has policy for customer safety and confidentiality in product and services offered by it.	1	2	3	4	5	6	7
2. Your bank treats its customers honestly.	1	2	3	4	5	6	7
3. You bank has established procedure to customer complaints.	1	2	3	4	5	6	7
4. Your bank make an effort to know the customer needs	1	2	3	4	5	6	7
5. Your bank offer safety at work to its employees.	1	2	3	4	5	6	7
6. Your bank offer training and carrier opportunity to its employee.	1	2	3	4	5	6	7
7. Your bank treats its employees fairly	1	2	3	4	5	6	7
8. Your bank is concerned to fulfill its obligations vis a vis its shareholders.	1	2	3	4	5	6	7
9. Your bank keeps a strict control over its cost.	1	2	3	4	5	6	7
10. Your bank ensure its survival and long term success.	1	2	3	4	5	6	7
11. Your bank communicate to its customers about Environmental practices.	1	2	3	4	5	6	7
12. Your bank reduces its consumption of natural resources.	1	2	3	4	5	6	7

13. Your bank exploits renewable energy in a productive process compatible with the environment.	1	2	3	4	5	6	7
14. Your bank is concerned with improving the general wellbeing of society.	1	2	3	4	5	6	7
15. Your bank direct part of its budget to donation and social work favoring the disadvantaged.	1	2	3	4	5	6	7
16. Your bank play a role in society that gore mere beyond profit generation.	1	2	3	4	5	6	7
17. Your bank engage in philanthropy- contributing to such causes as education, the art and social services.	1	2	3	4	5	6	7

Section III

18. Employees of your bank give you prompt service.	1	2	3	4	5	6	7
19. Your bank's employees have necessary skills for taking action when a problem arises.	1	2	3	4	5	6	7
20. Your bank insists on error-free records.	1	2	3	4	5	6	7
21. When you have a problem, your bank shows a sincere interest in solving it.	1	2	3	4	5	6	7
22. Your bank provides its services at the time it promises to do so.	1	2	3	4	5	6	7
23. Your bank has convenient branch locations.	1	2	3	4	5	6	7
24. Your bank offers a wide product variety.	1	2	3	4	5	6	7
25. Your banks offers flexible product that meet your needs.	1	2	3	4	5	6	7
26. Employees of your banks are well dressed and appear neat.	1	2	3	4	5	6	7
27. The atmosphere inside the bank gives you a positive impression for the services it offers.	1	2	3	4	5	6	7
28. Employees of your banks have a friendly behavior.	1	2	3	4	5	6	7

Section IV

29. If you were planning to buy a services of this type would you choose this bank?.	1	2	3	4	5	6	7
30. Would you buy the services from the bank?.	1	2	3	4	5	6	7
31. If a friend were looking for opening a account in bank, would you advise him or her to open a account in your bank?	1	2	3	4	5	6	7

Section V

32. Are you aware of any initiatives your bank is involved in, which are aimed at improving the social conditions in the community.	1	2	3	4	5	6	7
33. Are you aware of any initiative, your banks is involved in which are aimed at improving the environmental condition.	1	2	3	4	5	6	7

APPENDIX-III

Gap Table

S. No	Title	Author	Journal/Year	Objectives	Research Approach	Statistical Technique	Sample Size	Results/Findings	Gaps Identified
1	Do consumers expect companies to be socially responsible? The impact of Corporate social responsibility on buying behavior	Mohr; Webb and Harris	Journal of consumer affairs/2001	To examine the impact of CSR knowledge on the consumer's attitude and purchase decisions.	In depth interview	NA	NA	The result of this study shows that most of the consumers are willing to know that what CSR activities companies are doing.	Further research is needed on consumer awareness of the socially ir/responsible behavior of companies. How much knowledge does a consumer think they have.
2	The role of identity salience in the effects of corporate social responsibility on consumer behavior	Marin Ruiz and Rubio	Journal of business ethics/2009	To build and test a model that relates CSR initiatives with consumer loyalty and demonstrates the effect of identity salience on consumer identification.	Questionnaire based survey	SEM	400	The results indicate identity silence plays an important role in the influence of CSR initiatives on consumers' loyalty when this influences occurs through consumer-company identification	Further research may benefit the development of scale that captures the entire domains of CSR. We have focused our attention on CSR as the only corporate association; we believe that introducing corporate ability and marketing activities into the model may increase the understanding of how consumer loyalty is generated for a company.
3	Assessing the prerequisite of successful CSR implementation: Are consumer aware of CSR Initiatives	Pomering and Dolnicar	Journal of Business Ethics/2009	This study aims to investigate the knowledge gap as it presents a key inhibition to the rewarding and punishing influence of consumer responsibility.	Personal interview and questionnaire based survey	SEM	415	The results of this study show that consumer attitude and purchase intention are influenced by CSR initiatives – if consumers are aware of them	Further research would be to investigate a less detailed knowledge of banks CSR initiatives by simply asking whether consumers are aware of certain banks engaging in CSR. Replication study in another country and industries would be valuable, to increase understanding of the gap in awareness for the effective use of CSR in gaining competitive advantage.
4	Corporate social	Ferreira,	Social	To study intends to	Experimental	MANOVA	264	The results indicate	Further research is needed to

	responsibility and consumer perception of price	Avila and Faria	Responsibility Journal/2010	investigate whether CSR would positively influence the benefit and value perceived by consumers in his buying intentions	methodology using scenario			that that consumer perceived higher benefit and value for the socially responsible firm and willing to pay 10 percent more for its products.	evaluate the importance of CSR as a factor of influencing in buying decision when compared to other factors such as product or service quality.
5	Gauging consumer responses to CSR activities: Does increased awareness makes cents?	Shelly Wigley	Public Relations Review/2008	To assess the impact of knowledge of companies' CSR efforts on both attitude and purchase intent	Questionnaire	ANOVA	299	Results indicate that participants exposed to information about a company's CSR activities are more knowledgeable about those activities and that increased knowledge positively impacts attitudes and purchase intentions	Future research should incorporate both an immediate and delayed assessment of CSR activities on consumers knowledge, attitudes and purchase intentions
6	Consumer responses to CSR activities: The linkage between increased awareness and purchase intention	Lee and Shin	Public Relations Review/2009	The purpose of the study is to explore the relationship between consumer awareness of CSR activities and their purchase intention	Questionnaire survey	SEM	205	This study find out as CSR activities corporate social contribution and local community contribution affect the consumers' purchase intention while corporate environmental protection and contribution have no effects on consumers' purchase intention.	Further research may determine to what extent consumers are aware of CSR dimensions and activities of a set of corporations in different countries
7	Consumer Responses to corporate social responsibility in	Tian, Wang and Yang	Journal of Business Ethics/2011	The goal of this study is to explore how consumer respond to CSR in a	Questionnaire survey	SEM	1022	Results indicate that consumers who show a high level awareness and trust	Further research needs to collect data from a number of industries to study the consumer responses among

	China			multiproduct category				of CSR are more likely to transform a good CSR record.	various product categories.
8	Building Corporate Associations: Consumer attributions for corporate socially responsible programs	Ellen, Webb and Mohr	Journal of academy of marketing Science/2006	This study examined the influence of consumer attributions on corporate outcomes in response to CSR	Experimental and Survey method	Varimax factor analysis	NA	Results indicate that attributions affect the purchase intention as well as mediate the structure of an offer.	Further research is needed to understand how tradeoffs are made between CSR associations and other corporate associations.
9	Perceived organizational motives and consumer responses to proactive and reactive CSR	Groza, Pronschinske and Walker	Journal of Business Ethics/2011	The purpose of this study is to explore the role of consumer perception of company's engaging in Proactive and reactive activities.	Experiment based	MANOVA	NA	The results of the study one show us initiative influence consumer attributions effects and these attributions act as mediators to explain the consumer behavior and in study two shows that the source of the CSR message moderates the effect of CSR on consumer attributions.	Further research should consider how different type of CSR initiative affects consumer attribution and on their purchase decision.
10	The CSR- Quality Trade-Off: when can corporate social responsibility and corporate ability compensate each other?	Berens; Riel and Rekom	Journal of Business Ethics/2007	This paper investigates under what conditions a good CSR can compensate for a relatively poor corporate ability and vice versa.	Experiment based	SEM	370	The results show for stock and job preferences, a poor CA can be compensated by a good CSR and for product preference, a poor CA could not be compensated by a good CSR.	Further research could employ realistic manipulations of the personal relevance of CA and CSR information rather than measures.
11	CSR practices and consumer perceptions	Oberseder, Schlegelmilch, and Murphy	Journal of Business Research/2013	The purpose of this study is to explore the CSR practices and consumer	Interview based	NA	30	The results shows that consumers distinguish among the different	Further research may be needed to explore the different domains of CSR and its influence on the

				perception of CSR related to CSR				domains of CSR and these are most relevant for the marketing communication.	corporate outcomes.
12	Does perceived consumer fit matter in corporate social responsibility issues?	Lee, Park, Rapert and Newman	Journal of Business Research/ 2012	The purpose of this study is to examine the perceived fit between customer point of view and CSR activities influences on customer loyalty	Questionnaire based survey	SEM	250	The result shows that consumer perception of CSR activities has a positive influence C-C identification and customer loyalty.	Therefore, future research may need to investigate how consumers go through cognitive processes regarding CSR activities. Finally, variables such as knowledge, awareness, familiarity, and experience affect information processing when consumers make purchase certain products and services.
13	The effect of corporate social responsibility on customer donations to corporate-supported nonprofits	Lichtenstein, Drumwright and Braig	Journal of marketing / 2004	The purpose of this study to empirically examine the notion that socially responsible behavior positively affect consumer attitude toward the corporation	Experimental design	Regression	1000	The results shows that consumers are more likely to donate a corporate supported nonprofit when the corporation has a weaker historical record of socially responsible behavior.	Further research may focus on the question 'do CSR initiatives also increase the probability that customers will support the organization who are voluntarily participating in initiatives that are benefits to NGOs.
14	Consumer perception of corporate social responsibility in the Greek mobile Tele communication industry	Assiouras, Siomkos, Skourtis and Koniordos	International journal of management cases/ 2011	The purpose of this study to examine the relative importance consumer attach to CSR and CSR initiative and their impact on consumer behavior	Questionnaire based design	SEM	392	The findings indicate that consumer possess the importance to CSR activities and rank the CSR activities focus on the environmental domain	Further study may focus on the impact on customer behavior of CSR initiatives versus more customer-centric initiatives
15	The Influence of Corporate Social Responsibility and Price Fairness on Customer	Matute-Vallejo, Bravo and Pina	Corporate social responsibility and environm	The purpose of this study is to explore how consumer perception of price fairness determine	Questionnaire based survey	SEM	300	The results shows that both CSR and price fairness contribute to achieving the	Future research may focus on the effects of ethical strategies on consumer attitudes and behaviors, and due to the relevance in retail

	Behavior: Evidence from the Financial Sector		ental managem ent/ 2011	their behavior in financial sector.				customer loyalty and satisfaction.	banking and its impact on the overall economy, this research should be developed soon.
16	The Influence of Corporate Social Responsibility Activity toward Customer Loyalty through Improvement of Quality of Life in Urban Area	Balqiah, Setyowardhani, and Khairani	The south east asian journal of management/ 2011	The objective of this study is to evaluate the relationship between CSR awareness and loyalty that are mediated by company ability and CSR belief	Questionnaire design	SEM	750	The results support that CSR activities can create corporate reputation that can create the loyalty that results in financial benefit.	Future research using more firm as object and other kind of CSR activities that is Cause Promotion, Corporate Social Marketing, Community Volunteering, and Socially Responsible Business practice will enriched research model analysis. As behavior consequences of CSR activity. Using other consequences such as customer satisfaction customer lifetime value and purchase intention or behavior will increase benefit to the firm in understanding corporate social performance.

Note: Part of this table has been published in Fatma and Rahma (2015)

Appendix IV

Results Table

Model Fit Summary (SEM) (Chapter 7)

CMIN

Model	NPAR	CMIN	DF	P	CMIN/DF
Default model	67	1227.498	429	.000	2.861
Saturated model	496	.000	0		
Independence model	31	14535.814	465	.000	31.260

RMR, GFI

Model	RMR	GFI	AGFI	PGFI
Default model	.175	.887	.869	.767
Saturated model	.000	1.000		
Independence model	.519	.392	.351	.367

Baseline Comparisons

Model	NFI Delta1	RFI rho1	IFI Delta2	TLI rho2	CFI
Default model	.916	.908	.943	.938	.943
Saturated model	1.000		1.000		1.000
Independence model	.000	.000	.000	.000	.000

Parsimony-Adjusted Measures

Model	PRATIO	PNFI	PCFI
Default model	.923	.845	.870
Saturated model	.000	.000	.000
Independence model	1.000	.000	.000

NCP

Model	NCP	LO 90	HI 90
Default model	798.498	697.570	907.048
Saturated model	.000	.000	.000
Independence model	14070.814	13680.557	14467.417

FMIN

Model	FMIN	F0	LO 90	HI 90
Default model	2.019	1.313	1.147	1.492
Saturated model	.000	.000	.000	.000
Independence model	23.908	23.143	22.501	23.795

RMSEA

Model	RMSEA	LO 90	HI 90	PCLOSE
Default model	.055	.052	.059	.008
Independence model	.223	.220	.226	.000

AIC

Model	AIC	BCC	BIC	CAIC
Default model	1361.498	1368.942	1657.090	1724.090
Saturated model	992.000	1047.111	3180.262	3676.262
Independence model	14597.814	14601.258	14734.580	14765.580

ECVI

Model	ECVI	LO 90	HI 90	MECVI
Default model	2.239	2.073	2.418	2.252
Saturated model	1.632	1.632	1.632	1.722
Independence model	24.010	23.368	24.662	24.015

HOELTER

Model	HOELTER .05	HOELTER .01
Default model	237	248
Independence model	22	23

Model Fit Summary (CFA) (Chapter 7)

CMIN

Model	NPAR	CMIN	DF	P	CMIN/DF
Default model	44	140.872	109	.022	1.292
Saturated model	153	.000	0		
Independence model	17	3893.967	136	.000	28.632

RMR, GFI

Model	RMR	GFI	AGFI	PGFI
Default model	.097	.948	.928	.676
Saturated model	.000	1.000		
Independence model	1.037	.358	.278	.319

Baseline Comparisons

Model	NFI Delta1	RFI rho1	IFI Delta2	TLI rho2	CFI
Default model	.964	.955	.992	.989	.992
Saturated model	1.000		1.000		1.000
Independence model	.000	.000	.000	.000	.000

Parsimony-Adjusted Measures

Model	PRATIO	PNFI	PCFI
Default model	.801	.772	.795
Saturated model	.000	.000	.000
Independence model	1.000	.000	.000

NCP

Model	NCP	LO 90	HI 90
Default model	31.872	5.301	66.562
Saturated model	.000	.000	.000
Independence model	3757.967	3558.049	3965.169

FMIN

Model	FMIN	F0	LO 90	HI 90
Default model	.463	.105	.017	.219
Saturated model	.000	.000	.000	.000
Independence model	12.809	12.362	11.704	13.043

RMSEA

Model	RMSEA	LO 90	HI 90	PCLOSE
Default model	.031	.013	.045	.990
Independence model	.301	.293	.310	.000

AIC

Model	AIC	BCC	BIC	CAIC
Default model	228.872	234.411	392.566	436.566

Model	AIC	BCC	BIC	CAIC
Saturated model	306.000	325.259	875.208	1028.208
Independence model	3927.967	3930.107	3991.212	4008.212

ECVI

Model	ECVI	LO 90	HI 90	MECVI
Default model	.753	.665	.867	.771
Saturated model	1.007	1.007	1.007	1.070
Independence model	12.921	12.263	13.603	12.928

HOELTER

Model	HOELTER .05	HOELTER .01
Default model	290	316
Independence model	13	14

Covariances: (Group number 1 - Default model)

	M.I.	Par Change
e27 <--> EMP	8.202	-.202
e26 <--> e28	5.126	-.164
e24 <--> EMP	9.976	.244
e21 <--> e26	5.146	.126
e19 <--> e24	4.918	.151
e16 <--> e26	5.529	-.097
e12 <--> e27	5.786	-.132
e12 <--> e24	6.119	.149
e11 <--> ENV	5.049	.185
e11 <--> e21	4.146	-.112
e11 <--> e20	4.190	.107
e6 <--> SHAR	5.222	.266
e5 <--> EMP	4.697	.136
e4 <--> e24	5.152	-.127
e3 <--> ENV	4.558	.199

Regression Weights: (Group number 1 - Default model)

	M.I.	Par Change
SOC4 <--- EMP	8.052	-.158
SOC4 <--- EMP4	9.627	-.134

	M.I.	Par Change
SOC1 <--- EMP	7.741	.170
SOC1 <--- EMP4	9.470	.146
SOC1 <--- EMP3	8.643	.141
ENV2 <--- EMP3	4.405	.075
SHAR2 <--- EMP	4.364	-.075
SHAR2 <--- EMP6	4.410	-.054
SHAR2 <--- EMP4	4.491	-.059
EMP3 <--- ENV	4.669	.102
EMP3 <--- ENV2	6.692	.103
EMP3 <--- ENV1	6.460	.094
CUS6 <--- SHAR	4.063	.089
CUS6 <--- SHAR4	4.248	.100
CUS6 <--- SHAR2	4.537	.087
CUS5 <--- EMP4	4.282	.080
CUS3 <--- ENV3	4.440	.091
CUS3 <--- ENV1	5.122	.095

Model Fit Summary (CFA) Service quality scale

CMIN

Model	NPAR	CMIN	DF	P	CMIN/DF
Default model	27	165.292	51	.000	3.241
Saturated model	78	.000	0		
Independence model	12	1864.487	66	.000	28.250

RMR, GFI

Model	RMR	GFI	AGFI	PGFI
Default model	.115	.918	.875	.600
Saturated model	.000	1.000		
Independence model	.928	.307	.181	.260

Baseline Comparisons

Model	NFI Delta1	RFI rho1	IFI Delta2	TLI rho2	CFI
Default model	.911	.885	.937	.918	.936
Saturated model	1.000		1.000		1.000
Independence model	.000	.000	.000	.000	.000

Parsimony-Adjusted Measures

Model	PRATIO	PNFI	PCFI
Default model	.773	.704	.724
Saturated model	.000	.000	.000
Independence model	1.000	.000	.000

NCP

Model	NCP	LO 90	HI 90
Default model	114.292	79.140	157.057
Saturated model	.000	.000	.000
Independence model	1798.487	1661.343	1943.004

FMIN

Model	FMIN	F0	LO 90	HI 90
Default model	.544	.376	.260	.517
Saturated model	.000	.000	.000	.000
Independence model	6.133	5.916	5.465	6.391

RMSEA

Model	RMSEA	LO 90	HI 90	PCLOSE
Default model	.086	.071	.101	.000
Independence model	.299	.288	.311	.000

AIC

Model	AIC	BCC	BIC	CAIC
Default model	219.292	221.704	319.740	346.740
Saturated model	156.000	162.969	446.184	524.184
Independence model	1888.487	1889.559	1933.131	1945.131

ECVI

Model	ECVI	LO 90	HI 90	MECVI
Default model	.721	.606	.862	.729
Saturated model	.513	.513	.513	.536
Independence model	6.212	5.761	6.688	6.216

HOELTER

Model	HOELTER	HOELTER
	.05	.01
Default model	127	143

Model	HOELTER	HOELTER
	.05	.01
Independence model	15	16

Model Fit Summary (Scale first order CFA) (chapter 6)

CMIN

Model	NPAR	CMIN	DF	P	CMIN/DF
Default model	44	140.872	109	.022	1.292
Saturated model	153	.000	0		
Independence model	17	3893.967	136	.000	28.632

RMR, GFI

Model	RMR	GFI	AGFI	PGFI
Default model	.097	.948	.928	.676
Saturated model	.000	1.000		
Independence model	1.037	.358	.278	.319

Baseline Comparisons

Model	NFI Delta1	RFI rho1	IFI Delta2	TLI rho2	CFI
Default model	.964	.955	.992	.989	.992
Saturated model	1.000		1.000		1.000
Independence model	.000	.000	.000	.000	.000

Parsimony-Adjusted Measures

Model	PRATIO	PNFI	PCFI
Default model	.801	.772	.795
Saturated model	.000	.000	.000
Independence model	1.000	.000	.000

NCP

Model	NCP	LO 90	HI 90
Default model	31.872	5.301	66.562
Saturated model	.000	.000	.000
Independence model	3757.967	3558.049	3965.169

FMIN

Model	FMIN	F0	LO 90	HI 90
Default model	.463	.105	.017	.219
Saturated model	.000	.000	.000	.000
Independence model	12.809	12.362	11.704	13.043

RMSEA

Model	RMSEA	LO 90	HI 90	PCLOSE
Default model	.031	.013	.045	.990
Independence model	.301	.293	.310	.000

AIC

Model	AIC	BCC	BIC	CAIC
Default model	228.872	234.411	392.566	436.566
Saturated model	306.000	325.259	875.208	1028.208
Independence model	3927.967	3930.107	3991.212	4008.212

ECVI

Model	ECVI	LO 90	HI 90	MECVI
Default model	.753	.665	.867	.771
Saturated model	1.007	1.007	1.007	1.070
Independence model	12.921	12.263	13.603	12.928

HOELTER

Model	HOELTER .05	HOELTER .01
Default model	290	316
Independence model	13	14

Model Fit Summary (Scale second order CFA)

CMIN

Model	NPAR	CMIN	DF	P	CMIN/DF
Default model	35	170.269	118	.001	1.443
Saturated model	153	.000	0		
Independence model	17	3893.967	136	.000	28.632

RMR, GFI

Model	RMR	GFI	AGFI	PGFI
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Model	RMR	GFI	AGFI	PGFI
Default model	.271	.939	.920	.724
Saturated model	.000	1.000		
Independence model	1.037	.358	.278	.319

Baseline Comparisons

Model	NFI Delta1	RFI rho1	IFI Delta2	TLI rho2	CFI
Default model	.956	.950	.986	.984	.986
Saturated model	1.000		1.000		1.000
Independence model	.000	.000	.000	.000	.000

Parsimony-Adjusted Measures

Model	PRATIO	PNFI	PCFI
Default model	.868	.830	.856
Saturated model	.000	.000	.000
Independence model	1.000	.000	.000

NCP

Model	NCP	LO 90	HI 90
Default model	52.269	21.517	91.029
Saturated model	.000	.000	.000
Independence model	3757.967	3558.049	3965.169

FMIN

Model	FMIN	F0	LO 90	HI 90
Default model	.560	.172	.071	.299
Saturated model	.000	.000	.000	.000
Independence model	12.809	12.362	11.704	13.043

RMSEA

Model	RMSEA	LO 90	HI 90	PCLOSE
Default model	.038	.024	.050	.944
Independence model	.301	.293	.310	.000

AIC

Model	AIC	BCC	BIC	CAIC
Default model	240.269	244.675	370.480	405.480

Model	AIC	BCC	BIC	CAIC
Saturated model	306.000	325.259	875.208	1028.208
Independence model	3927.967	3930.107	3991.212	4008.212

ECVI

Model	ECVI	LO 90	HI 90	MECVI
Default model	.790	.689	.918	.805
Saturated model	1.007	1.007	1.007	1.070
Independence model	12.921	12.263	13.603	12.928

HOELTER

Model	HOELTER .05	HOELTER .01
Default model	258	280
Independence model	13	14