



**AN ANALYSIS OF THE CHALLENGES ALLIED WITH THE APPLICATION OF
CORPORATE SOCIAL RESPONSIBILITY IN BANKING INDUSTRY IN ZAMBIA: A
CASE OF ABSA BANK**

**A RESEARCH REPORT PRESENTED TO THE FACULTY OF THE SCHOOL OF
BUSINESS IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR
MASTERS OF BUSINESS ADMINISTRATION**

**BY
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Declaration

This dissertation represents my own original work and has never been presented for examination or degree award in any other University. To the best of the author's knowledge, it contains no material published or written by another person, except where due reference is made in the text.

STUDENT

Signature-----

Date: -----

SUPERVISOR

Signature-----

Date: -----

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Abstract

The research study aimed at investigating the challenges associated with the implementation of corporate social responsibility in banking industry in Zambia: A case of ABSA Bank HQ. The specific objectives of the study were to identify the CSR practiced by ABSA bank, to investigate the banks strategies in making sure all CSR programs are conducted and to establish the challenges faced by ABSA Bank in fulfilling the implementation its CSR. The main problem of the study was challenges inclined with the challenges of CSR. The study used descriptive design, the targeted population were the workers at ABSA bank HQ and a sample size of 100 respondents was used. A semi-structured questionnaire was used to collected data, the research used a quantitative design and a software statistical package for sciences (SPSS) version 18.0 to analyze the data. The research findings showed that most of the respondents are educated with most of them been degree holders, the findings also showed that most of the respondents have been with the bank for over 5 years but not more than 10 years and most respondents were in junior and senior management. The results also showed that economic responsibility is the main type of the CSR the bank practices and this was identified by the majority of the respondents. The findings of the study showed that aligning CSR to the business strategy is the main strategy adopted by the ABSA to make sure CSR is implemented accordingly. Lastly, transparency issues were the main challenges of ABSA bank in the implementation of CSR. The researcher concluded that the bank needs to identify more CSR types so they explore the different types of CSR and see which one works best for them. The researcher of concluded that the bank needs to identify more strategies and strategies that will reduce the challenges of CSR as ABSA bank. The researcher recommended further studies to be done on the same topic but in different sectors like mining and construction to see how the other sectors deal with challenges of CSR.

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CHAPTER ONE: INTRODUCTION

1.1 Background

In today's consumer-driven world, where consumer trust is everything, CSR, or Corporate Social Responsibility, is a significant benefit for financial organizations. For the more than 13,000 financial institutions in the United States that have adopted CSR, CSR is good business. Corporate social responsibility programs allow a business to utilize its strengths to benefit the local community. Spreading CSR efforts out across departments, allowing each to contribute to social responsibility in their own way, minimizes investment while maximizing results so that both you and the community benefit (Beckmann, 2007).

This, in turn, drives measurable impact across departments as you invest in community efforts, in financial literacy, in more diversity of accessibility and offerings, and indirectly investing in the environment. The benefits of corporate social responsibility go beyond proving your brand is a do-gooder or looking to offset consumer mistrust. Good CSR actively works to improve your community and consumers' ability to engage in meaningful ways with your organization (Beckmann, 2007).

The corporate sector across the globe is coming to terms with its new role, which is to meet the needs of the present generation without compromising the ability of the next generation. Businesses are slowly but surely assuming responsibilities for the ways their operations impact society and the natural environment. The aim of any profit-making business is to maximize shareholder value through profit maximization. CSR represents the human face of the highly competitive world of commerce (Beckmann, 2007).

Social concerns are not a new area of interest for the business world. Corporate Social Responsibility (CSR) simply refers to strategies by which corporations or firms conduct their business in a way that is ethical and society friendly (Beckmann, 2007). CSR can involve a range of activities such as working in partnership with local communities, socially sensitive investment, developing relationships with employees, customers and their families, and involving in activities for environmental conservation and sustainability (Beckmann, 2007). That means, for any business to sustain and grow in the long term, it cannot see itself as being isolated from the community around it. The community must mean people and the broader environment in which we live. Thus, business should invest responsibly, avoiding projects where the potential for

environmental damage outweighs the economic benefits, and ensure the welfare of different internal and external stakeholders (Beckmann, 2007).

In today's consumer-driven world, where consumer trust is everything, CSR, or Corporate Social Responsibility, is a significant benefit for financial organizations especially banks. Banks in Zambia have adopted CSR, CSR is good business. Corporate social responsibility programs allow a bank to utilize their strength to benefit the local community. Spreading CSR efforts out across departments, allowing each to contribute to social responsibility in their own way, minimizes investment while maximizing results so that both you and the community benefit. This, in turn, drives measurable impact across departments as you invest in community efforts, in financial literacy, in more diversity of accessibility and offerings, and indirectly investing in the environment. The benefits of corporate social responsibility go beyond proving your brand is a do good or looking to offset consumer mistrust good. CSR actively works to improve your community and consumers' ability to engage in meaningful ways with your organization (Irwin, 2019). The importance of corporate social responsibility at ABSA bank will continue to grow. Modern consumers research their banks, learn their spending habits, learn how they use money, and often look at community and consumer opinions before ever contacting that organization. Investing in a social responsibility program inside your community (and outside it if your bank is large enough) will help the bank to create a positive impact, which will benefit your potential customers as well as your organization's growth (Irwin, 2019).

In the 19th century, several industrialists in Europe and the US were noted for their concern for society, housing, welfare, charity to workers and their families. With the advent of the 20th century and the general adoption of legislation and social welfare systems, the spirit of charity and philanthropy then prevailing gave way to more formal relations and institutional structures. (European Foundation for the Improvement of Living and Working Conditions, 2003).

The concept of CSR is relatively very new in Zambia. In recent years there is considerable pressure from various agencies for companies to act responsibly and be accountable for the impacts they have on social, political and ecological environments (Business Inc 2017). CSR is important, therefore, because it influences all aspects of a company's operations, from sourcing to final servicing.

The structure of every society consists of many key stakeholders who perform a number of vital functions in ensuring its survival and development, one amongst them are companies or corporate organizations. These companies contribute towards the total well-being of the society or community in which they operate. They support local initiatives in an attempt to deepen their stakeholder role and to also show appreciation for the supports they have been enjoying in the community of their operation (Business Inc 2017).

The companies or organizations schedule corporate social responsibility activities once in a while on their calendars. This part of a company's activities comes with a number of benefits for both the company and the community in which it operates. The competitive business world demands that a company comes up with innovative ways of improving its brand and engaging the clientele to avoid sinking and attain a raised profit portfolio. Some of the companies take up the responsibility to engage in the communities they operate from because they are responsible for contributing to the degradation of the environment (Business Inc 2017).

1.2 Research Problem

Often, corporations exert more work to create a better economic position such as becoming and remaining competitive in the market, make product and process innovations which aimed at short term profit maximization (Castka & Balzarova 2007). In addition, the plan of construction of new living buildings and market malls for purposes of urban development projects has pushed animals from their old habitats which consequently in future time there will be no place for the animals to settle (McMahon & Maureen 2013). The motive of studying on the challenges in the implementation of CSR is because there is not much research done in this area that specifically point out the real challenges in implementation of CSR. Most of the past research done mainly focused on benefits and uses of CSR. Few text books on this topic, indicate that some corporations face some challenges in implementation of CSR because of high CSR implementation costs and found out that high cost contradicts with the corporations' short-term profit maximization goals (Jonker & Witte 2006). Moreover, some others also mention that corporations face challenges because of lack of proper awareness among employees (Castka & Balzarova 2007). In addition to above mentioned cases, there is a tendency that shareholders show less interest in their perception of CSR. It was also noticed that there is carelessness from the part of customers to CSR initiatives

and its long-term benefits (Córdoba-Pachón et al. 2014). CSR focal point is on the type of input a company gives to a society and try to revise at the existing accustomed business practices.

In this current economy it has become challenging for organizations to implement CSR it is difficult for the bank to implement these CSR strategies because they come with a lot of challenges on the financial muscle of the bank, ABSA bank sponsors the Zambian FAZ soccer league and recently the bank asked for other corporations to come on board to finance the soccer league (Daily Mail Zambia 2020). Corporate Social Responsibility is perceived to provide benefits to both society and organizations, its implementation is not without challenges

With the current economy organizations are facing challenges implementing CSR, in the sense that these strategies take a huge toll on the organizations' financial muscle (Freisdnan,2007) but also do a great deal to the society (Margolis et al, 2009). ABSA has been sponsoring the football Association of Zambia soccer league, but recently the bank asked for other corporations to come on board as to help finance the league (daily mail, 2020). A study by DeTiene and Lewis (2005) shows that in the long run, some organizations that are involved in CSR tend to seek aid from other cooperatives. The benefits of CSR on ABSA, the challenges are outweighing the benefits, prodding the call for other cooperatives to get involved. Hence, the researcher seeks to investigate into the challenges associated with the implementation of CSR in the banking industry in Zambia, focusing on ABSA bank headquarters, in Lusaka.

1.3 Research Aim, Questions and Objectives

1.3.1 Research Aim

The main aim of this study is to investigate the challenges associated with the implementation of corporate social responsibility in banking industry in Zambia: A case of ABSA Bank

1.3.2 Research Questions

- i. Which type of CSR is practiced by ABSA Bank?
- ii. What are the banks strategies in making sure all the banks CRS programs are conducted?
- iii. What are the challenges faced by ABSA Bank in fulfilling its CSR mandate in the country?

1.3.3 Research Objectives

- i. To identify the CSR practiced by ABSA bank
- ii. To investigate the banks strategies in making sure all CSR programs are conducted.

iii. To establish the challenges faced by ABSA Bank in fulfilling the implementation its CSR

1.4 Explanatory variables and dependent variables

This research study consisted of both the independent variable and dependent variable, the independent variables of the study were ABSA bank and its challenges in implementing CSR, the benefits of implementing CSR at ABSA and the banks solution to the challenges it has when implementing CSR. The dependent variable of the study was Corporate Social Responsibility which is depending on ABSA bank.

1.5 Research Contributions

The study aimed at investigating the challenges associated with the implementation of corporate social responsibility in banking industry in Zambia: A case of ABSA Bank HQ, the researcher gathered different sources of data to complete the research, data was collected from journals, internet sources, past literature, text books and article. The study also consisted of the empirical review, the conceptual framework review and the theoretic framework.

The banking industry plays a pivotal role in contributing to the economic and social well-being of its employees and all stakeholders within its operational areas as it provides huge employment opportunities as well as basic social amenities within the areas of education, health and the environment. The recognition of the banking industry for the need to incorporate and carry out Corporate Social Responsibility as a core component of their operations makes it an appropriate case-study area to study the benefits and challenges associated with the practice of the concept of Corporate Social Responsibility. The tremendous benefits associated with the implementation of Corporate Social Responsibility to both companies and beneficiary communities cannot be over-emphasized as it forms an integral part of heightening sustainable development. It provides a unique platform for organizations to contribute their quota to the sustainable development of beneficiary communities (Moon, 2007). The planning and execution of Corporate Social Responsibility programs pose huge challenges to the banking industry as it involves long-term planning and vision, commitment of resources and the beneficiary communities (Faulkner, 1995). Although the concept of Corporate Social Responsibility is not new in Zambia, there are inadequate published information on the benefits and challenges linked with the practice of the concept in the banking industry in the country. The assessment of the benefits and challenges of Corporate Social Responsibility in the banking industry Zambia equipped stakeholders

understanding of issues peculiar to the practice of Corporate Social Responsibility and the measures required to addressing them. This also helped the banking industry to widen their implementation of Corporate Social Responsibility.

1.6 Overview of Research Design

1.6.1 Research Approach and Method

A mixed techniques approach was used in the research. This method incorporates multiple methodologies into a single research effort. In this sense, the study was conducted using two approaches: quantitative and qualitative data gathering methods. According to Saunders and Thornhill (2009), qualitative research refers to all non-numeric data or data that has not been quantified and can be a product of any research strategy, whereas quantitative research entails the collection of quantifiable data in the form of numbers, tables, charts, and other visual representations. The qualitative approach was used for the majority of data gathering, with the quantitative approach being used in a few cases when the researcher believes there are certain gaps in the qualitative data that might be filled with only qualitative data.

1.7.2 Data Collection and Analysis Technique

According to Saunders and Thornhill (2009), data collection is a two-way systematic discussion between the investigator and the responder in which the information, statistics, facts, figures, the process of picking a subset of the population to represent the complete population is known as sampling (2008). Employees were chosen via purposeful sampling, which allows the researcher to exercise his judgment in picking the most credible source of data for the study. This method was utilized to choose ABSA personnel at the headquarters in order to gather specific data for the study. Numbers, or records are exchanged. Primary and secondary data were gathered for the investigation.

Since the researcher used quantitative research to collect data the researcher used a quantitative method to analyze the data collected. Software statistical package for social sciences (SPSS) will be used to generate frequencies and tables for easy analyzing and interpretation.

1.7 Dissertation Layout

The research consisted of five chapters, chapter one looked at the study introduction which focused on the background of the study, the research problem and the objectives of the study. Chapter two of the study consisted of the research literature review which focused on the non-empirical review

the empirical review, the study theoretic framework as well as the study conceptual framework. Chapter three of the study looked at the study methodology, chapter four looked at the discussion of findings and lastly chapter five of the study looked at the summary of the study, conclusions of the study and the study recommendations.

1.8 Chapter Summary

Chapter one of the study looked at the research background, the research problem, the research aim, questions and objectives. Chapter one also looked at the explanatory variables and dependent variables, the research contributions, dissertation layout and lastly chapter summary.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This chapter reviews literature relevant to the study; specifically, it will look at theories, empirical studies and conceptual framework. The structure of this chapter reviews literature relevant to the study and also constitutes the concepts of Corporate Social Responsibility as an organizational phenomenon, perceptions about Corporate Social Responsibility, benefits of Corporate Social Responsibility and the challenges of Corporate Social Responsibility.

These theories include instrumental or descriptive theories and normative or prescriptive theories according to Donaldson and Preston (1995) while the empirical literature is on corporate social responsibility, organization performance, organization reputation, corporate image and customer retention.

2.2 Theoretic Framework

2.2.1 Definition of Key Terms

Corporate Social Responsibility - is a management concept whereby companies integrate social and environmental concerns in their business operations and interactions with their stakeholders (UNIDO 2020).

Economic Wellbeing - having present and future financial security. It also includes the ability to make economic choices and feel a sense of security, satisfaction, and personal fulfillment with one's personal finances and employment pursuits.

Implementation - putting a decision or plan into effect

Strategy - a plan of action designed to achieve a long-term goal

Challenges – something that need great mental or physical effort in order to be done or achieved successfully.

Stakeholders – a person with interest in a business

Sustainability – ability to maintain

2.2.2 Major Theories and Models

The theoretical framework presents the theories relating to the study being undertaken on the assessment of Corporate Social Responsibility's impact on the Community. The theories under review include; the stakeholder theory, stockholder theory and the social contract theory.

2.2.2.1 Stakeholder Theory

Freeman (2014), one of the most influential scholars on Stakeholder theory, identified the stakeholders as a series of groups which include workers, customers, suppliers, local community as well as other publics, which affect and are in turn affected by the company's actions or undertakings (Wopara, 2015). Evan and Freeman (2018) as cited in Kipruto (2013) postulated the Stakeholder theory as managerial theory at first, focussing on the corporation being managed for the benefit of its stakeholders: its customers, suppliers, owners, employees and local communities, and to maintaining the survival of the firm. This study takes the view that organisations engage in CSR primarily for the benefit of local communities.

2.2.2.2 Stockholder Theory

Friedman (1970) stockholder theory is based on the argument or assertion that, the only social responsibility of a business is to increase profit for its owners or shareholders while also conforming to the basic rules of society in terms obeying the law and following current ethical customs (Anlesinya et al, 2014).

The Nobel peace prize winner Friedman viewed social activities in terms of donating to good causes and dealing with other social issues as a waste of shareholders' money and a distraction from the core purpose of a company which is to maximize profits.

Anlesinya et al (2014) stated that this pure neoclassical approach leaves no space for deliberate, arbitrary, and socially responsible spending, which may reduce rather than increase the gross profit. The stockholder theory has been criticized as being too selfish a motive because the stockholder is not the only stakeholder of a business organization, and CSR activities must be engaged in regardless of whether or not they reduce the profits of an organization.

2.2.3 Relationship between concepts been studied

There is a great relationship between the stakeholder theory and stockholder theory for they are both related to corporate social responsibility of the organization. Stockholder is based on the argument that only social responsibility of a business is to increase profit for its owners or

shareholders while also conforming to the basic rules of society in terms obeying the law and following current ethical customs while stockholder theory focuses on the corporation being managed for the benefit of its stakeholders: its customers, suppliers, owners, employees and local communities, and to maintaining the survival of the firm.

2.3 Empirical Review

2.3.1 Principles of Corporate Social Responsibilities

Many companies are adapting to the CSR idea and are involved in some activities that they consider to be CSR. However there has been a lot of uncertainty that has surrounded this term and its necessary to have a clear idea to be able to measure it later on. According to David Crowther & Guler Aras, there are three main principles of CSR. They are Sustainability, Accounting and Transparency.

Sustainability - As the word sustainability suggests, sustainability is all about the decisions taken at present in a company and its impact on the future. Sustainable development is both possible and desirable by most of the companies. So, firms should make a conscious effort to invest in technology and in development towards the society. As per the study by Zwetsloot (2013) every company needs to continuously invest in technology and be actively involved in continuous improvements and innovations to be able to have sustainable development.

A detailed study is done on sustainability and published in the Brundtland Report published in 1987. As per the Brundtland Report the sustainable development has been defined as “development which meets the needs of the present without compromising the ability of the future generations to meet their own needs.”

As per the Brundtland Report there have been other report formats also that have been developed and the concept of Triple Bottom Line has evolved from this report. Most of the companies now consider that focusing on the economic, social and environmental aspects is sufficient for the companies to sustain themselves. However, in the present scenario these three parameters under Triple Bottom Line are considered to be insufficient and are not accepted to be the only aspects to sustainable development. The study by David Crowther & Glue’s Aras has redefined the components of sustainability. First parameter is societal influence, which is defined as the measure

of societal impact on the companies, stakeholders influence and their future actions. Second, is the environmental impact, which considers the influence of the company's decisions and actions, taken at present on the surrounding environment. Third, is the Organizational culture, which is defined as the relationship of the company with its employees and other internal stakeholders. The fourth and final parameter that is used to ensure sustainability of the organization is the financial parameter. This is defined as the amount of return that the company generates for the investment that they have done and the risk taken by the company. All these parameters ensure a fine balance between sustainability and sustainable development of the company.

Accounting & Transparency - There is a great emphasis on the ethical aspects of the company and this in turn demands the company to be accountable to its internal customers i.e, employees, its external employees and the stakeholders. Businesses attempts to maximize profits as their first and foremost goal, however now days companies cannot just stop at that. They have to focus on the ethical and the social factors also equally and ensure the +they maintain transparency in their accounting systems and the policies that they follow in the companies. According to the study by (Crowther and David, 2015) ethics is a natural and structured process of acting in line with the moral judgments', standards and rules. As ethics is a very subjective topic is it difficult to define it accurately and its implication for each and every company could be different. Companies need to follow business ethics and need to maintain a certain standard, as the companies who don't follow ethics and don't maintain honesty would be far away from achieving their goal and keeping their stakeholders satisfied (Aras, 2016). Most of the consumers believe that the companies which maintain the ethical standards are having more open accounting standards and are transparent in their processes. Accountability of such companies is considered to be much higher than the other companies.

There are four main imperatives that the companies need to pursue while practicing the CSR. They are maintaining the minimum legal, economic, ethical and philanthropic aspects that are expected by the customers and stakeholder.

2.3.2 CSR Practices in the Banking Industry

Nowadays, CSR practices differ from country to country (Adams, Hill & Roberts, 2018) and between developed and developing countries (Imam, 2010). Banks increasingly recognize CRS.

Thus, it promotes bank to endorse CSR strategies focusing on four main aspects including Environment, Society, Marketplace and Workplace. All of CRS sponsorship actions from bank are towards vulnerable groups and charitable nonprofit organizations. First, Environment implementation is the most vital strategy that bank can apply in the CSR program (Levy & Egan, 2013). Because banks themselves naturally do not produce hazardous chemicals or discharge toxic pollutants into the environment, they do not appear to be involved with environmental issues. Besides, although it is the bank's duty to repay environment, there are many banks using recycling electrical and electronic equipment for environmental protection (Persefoni Polychronidou et al., 2013). Besides, through their lending practices, banks are inextricably connected to commercial activity that degrades the natural environment. In brief, it is important that the banking sector in every country be aware of its environmental and social responsibilities (Gokce Akdemir Omur et al., 2012). Second, banks contribute to the development of Society in CSR program. It is true that banks are paying more to their CSR activities but not so much as their earning increases. The involvement of the Euro bank on Education, Culture, and Sport is the corner stone of social contribution since its inception until today (Eurobank EFG, 2012). Common CSR practices in the banking sector by different organization are centered on mainly poverty alleviation, healthcare, education, charity activities, cultural enrichment, youth development, women empowerment, patronizing sports and music, etc. especially in developing countries like Bangladesh (Alam Shafiul, et. al., 2010). Third, CSR programs related to Market place is an effective way in the banking sector in order to improve reputation and financial performance with partners (Frenkel & Scott, 2002). Many banks want to work in „the Green financial markets,' which ranges from environmental risk management in the banking and insurance sector. The aims of this program are creating positive environmental venture capital and private equity fund, environmental risk management, environmental screening in fund management and project finance (Jane Nelson and Dave Prescott, 2003). In order to achieve this goal, banks focus on the responsibility in investment (Kurtz, 2008) and accountability (KPMG, 2005). Particularly, National bank offered in the field of renewable energy through the investment programs (National Bank, 2012).

2.3.3 Relationship between CSR and Bank Performance

Since, the aim of the firm is mentioned as maximizing shareholders' wealth, there are many papers linking the CSR practices to financial performance measures. But still, the literature is inconclusive about the CSR and financial performance relationship. In the traditional view of the

corporation, the responsibility of the firm is limited to serve the needs of shareholders. As Friedman states (2014: 163) “The responsibility of business is to increase profits”. Despite the harsh regret of Friedman, many papers still reject his view. McWilliams and Siegel (2011) remarked that based on a supply and demand theory of the firm, the firms produce at a profit-maximizing level, including the production of social performance. It is also believed that good management will be performing well in every aspect of business, even in social performance (Waddock and Graves, 2017). Preston and O’Bannon (2017) mention that a firm with a superior financial performance has slack resources which can be directed to social performance. With the increase in CSR practices, the initial papers started to address the link between the pollution control disclosure and several measures of performance (i.e, Bragdon and Marlin, 2012; Belkaoui, 2016). Ullman (2011) in his stakeholder model, economic performance is posited as an independent variable effecting CSR. McGuire et al. (2009) also concluded that the firms with higher performance are more likely to afford social responsibility projects. Zengin Karabrahimoglu (2010) also inferred a similar view with Ullman and proved that in times of global financial turmoil there has been a decrease in the CSR projects on a randomly selected 100, Fortune-500 companies.

2.3.4 Corporate social responsibility - practice and studies

Nowadays, CSR practices differ from country to country (Adams, Hill & Roberts, 1998) and between developed and developing countries (Imam, 2000). Banks increasingly recognize CRS. Thus, it promotes bank to endorse CSR strategies focusing on four main aspects including Environment, Society, Marketplace and Workplace. All of CRS sponsorship actions from bank are towards vulnerable groups and charitable nonprofit organizations.

First, Environment implementation is the most vital strategy that bank can apply in the CSR program (Hart, 1997; Levy & Egan, 2003). Because banks themselves naturally do not produce hazardous chemicals or discharge toxic pollutants into the environment, they do not appear to be involved with environmental issues. Besides, although it is the banks duty to repay environment, there are many banks using recycling electrical and electronic equipment for environmental protection (Persefoni Polychronidou et al., 2013). Besides, through their lending practices, banks are inextricably connected to commercial activity that degrades the natural environment. In brief,

it is important that the banking sector in every country be aware of its environmental and social responsibilities (Gokce Akdemir Omur et al., 2012).

Second, banks contribute to the development of Society in CSR program. It is true that banks are paying more to their CSR activities but not so much as their earning increases. The involvement of the Eurobank on Education, Culture, sport is the corner stone of social contribution since its inception until today (Eurobank EFG, 2012). Common CSR practices in the banking sector by different organization are centered on mainly poverty alleviation, healthcare, education, charity activities, cultural enrichment, youth development, women empowerment, patronizing sports and music, etc. especially in developing countries like Bangladesh (Alam Shafiul, et. al., 2010). For example, Grameen Bank provided micro-credit cards for 6,6 million people in which 97% is the poor in Bangladesh. Moreover, working with charities driven bank's contribution in the program "Child, Family and Health" is a strategic choice for targeted social interventions in Greek. This contribution is well known through the "special green loans" that are issued (Piraeus Bank, 2012). Contribution made to scholarships for academic purposes are in the form of grants to universities, salaries, bursaries, and loans are one of the activities that the bank implements in Zimbabwe (Masuku Caven, 2000).

Third, CSR programs related to Market place is an effective way in the banking sector in order to improve reputation and financial performance with partners (Frenkel & Scott, 2002). Many banks want to work in „the Green financial markets,' which ranges from environmental risk management in the banking and insurance sector. The aims of this program are creating positive environmental venture capital and private equity fund, environmental risk management, environmental screening in fund management and project finance (Jane Nelson and Dave Prescott,2003). In order to achieve this goal, banks focus on the responsibility in investment (Kurtz, 2008) and accountability (KPMG, 2005). Particularly, National bank offered in the field of renewable energy through the investment programs (National Bank, 2012).

Finally, Work place is the aspect that a bank wants to focus on when implementing CSR activities due to the important role of employee. If banks want to attract high-quality human resources and increase employee productivity, they have to improve their work place (Bhattacharya, Sen, & Korschun, 2008; Muthuri, Matten, & Moon, 2009). Banks normally recognized that human rights of the employees are placed beyond the scope of labor rights. The CSR principles focusing on the

marketplace are incorporated into all policies and procedures implemented by the bank (Emporiki Bank, 2012). Therefore, the bank will have a clean and effective workplace that can make equality among employees.

Researching the literature, the authors have analyzed various studies published in recent years in the banking industry, situations from various countries. Based on the importance of this concept in the world, it will be presented the case of Romania and the importance of social responsibility in the banking industry.

This study was conducted in banks from Italy, highlighting that there is not a significant link between social implications and business of banks. There negative elements of this study are not presented. The study shows that investments in CSR of the banks do not contribute to economic benefits for banks and that these activities bring a balance in the image created in the financial market (Costa and Menichini, 2013; European Commission, 2011).

Lipunga in 2012, presents research results on the same direction. The study is conducted on commercial banks in Malawi. Yeshmin (2012) explores CSR concerns in private commercial banks. Annual review of the 30 banks in 2009-2010, includes information on their CSR practices. In this study, 36.67% of the banks show CSR related activities. In the same year, 2012, in Bangladesh, it was presented the study on CSR practices for the period 2010- 2011. The study reveals that 100% of banks reported the implications on CSR practices (Masud and Hossain, 2011).

The study published in 2013 highlights the growing interest of the banking industry for CSR. In the study conducted in Nigeria (Akinpelu, et al., 2013) CSR practices in banks are included in activity reports, as important elements in developing a favorable image. The study shows that most banks engage in social activities and less on the environment. The findings show that CSR approach contributes to a favorable image in the economic environment (Rendtorff and Mattsson, 2012).

According to Lenka and Jiri in 2014, the implications of banks in CSR activities are important because the financial crisis has highlighted the need to integrate these concepts into the banking industry. From the study made the following conclusions were obtained: Social responsibility and banking ethics are perceived by the bank management as a tool for communicating with the public, not needed to be inserted in the bank policy. Most banking institutions develop such activities,

being a concept addressed in a complete and complex way. The results from the banks involvement in social activities are quantifiable for the society.

2.3.5 Literature on the Impacts of CSR in the banking Industry

The research conducted on CSR is extensive, however, the banking industry is often excluded from the studies (Cormier and Gordon, 2001; Monteiro and Aibar-Guzmán, 2010; Siregar and Bachtiar, 2010). Both Khan, Islam, Fatima, and Ahmed (2011), and Kiliç et al. (2015) argued that the gap is a consequence of the general perception that the banks have limited contribution to various environmental and social issues (e.g., pollution or product safety).

Contrary to this general perception, banks do have an important role to play since they finance other companies with activities that affects the overall environment and the society. Banks both indirectly foster other companies' negative impact on the environment by granting them finance (Simpson and Kohers, 2002), and directly by e.g., utilizing energy and producing waste (Branco and Rodrigues, 2006). According to Achua (2008), banks also have a crucial role in socio-economic development of countries. Wu and Shen (2013) claimed that banks have an essential importance amid a financial crisis.

As a result, nowadays most banks tend to include information regarding mentioned aspects in their CSR disclosures. For instance, information regarding the banks' efforts in energy conservation and waste policies are common features in the banks' CSR reports (Branco and Rodrigues, 2006). According to Khan (2010) banks often disclose actions to e.g., restrain poverty and unemployment, as well as their overall contributions to the society, in an attempt to legitimize their existence.

Barako and Brown (2008) claim that the perception of banks as not contributing to social and environmental issues has now changed. Because of this, most banks are now presenting information regarding their impact and actions regarding CSR. Common platforms for these disclosures are annual reports and sustainability reports. (Scholtens, 2009).

The bank's attitude towards current problems of society related culture and environment (Persefoni Polychronidou et al., 2013) become more and more recognized by bank clients. As a result, banks are recently motivated by goals other than profit, revenue, and market share because this alternative inspiration can be better both for the society and the bank itself. The company engaging

in CSR will indirectly gain competitive advantage in the market place through reduction or elimination of government-imposed fines (Belkaoui, 2016) and product differentiation (McWilliams & Siegel, 2011; Waddock & Graves, 2017). At the same time, it can minimize its overall company's exposure to risk (Godfrey, 2004). Besides, CRS positively affects present value of the firms cash flow (McWilliams & Siegel, 2011; Waddock & Graves, 2017).

CSR initiatives are also likely to improve employee morale that leads to higher productivity, improved performance (McGuire et al., 2018), and fewer labor problems (L. Zu, 2019). Besides those benefits, CRS also has a positive influence on banks, which can be analyzed in two key relationships of CSR and financial performances and bank reputation. There has been significant and interest in the relationship between a firms CSR initiatives and Corporate Financial Performance (CFP) in recent years. According to Margolis and Walsh, 2003, 122 published studies have been conducted to empirical measures the relationship between CSR and CFP during the period 1971 – 2001. Theoretically, the studies can be divided into three groups: positive relationship, negative relationship, neutral relationship (Theofanis Karagiorgos, 2010). However, after review all relevant studies we can conclude that most research results show a positive impact on financial performance (Orlitzky, 2003; Theofanis Karagiorgos, 2010).

Positive relationship implies that CSR improves firms' value. Researches of Bass et al. (2017); Sarre et al. (2001) and Deckop et al. (2006) indicated that the quality of CSR in banks might go a long way towards reducing the risk associated with financial institutions that lead to improve financial performance. Therefore, A diversity of CSR activities are not only engaged by bank but also financial institutions (Scholtens, 2009; Orlitzky M., Schmidt, F.L., Rynes, S.L, 2003). On the contrary, the overall CSR measure has a negative effect on stock returns, so does CFP. By evaluating each social performance indicator, Brammer et al. (2006) proves that the measure of employee performance has significantly negative effect on stock returns. By comparison, while community measure has positive but not little effect environment is the measure that has negative and no significance impact on stock returns.

Discussing the neutral relationship between CSR and CFP, Fauzi (2009); Mahoney and Roberts (2007); Goukasian and Whitney (2008); and Folger and Nutt (2015) emphasize that there is no significant correlation found between stock price and CSR parameters. The other reason is the problem of measuring CSP and pure marketing strategy (D'Arcimoles and Trebucq, 2002).

Moreover, those which found neutral relationship suggested that there were many factors preventing researchers from secure results (Kang et al., 2010). Although there have been a fierce debate about this relationship, most of the studies have shown that CSR increases the financial performance in banking sector (Theofanis Karagiorgos, 2010).

Reputation that is in a relationship in CSR also deserves many studies. CSR is an important reputational driver and can create economic value over time. Stock markets will not value positively charitable and unpublicized contributions by a bank if they do not affect firm's reputation (Van Dijken, 2007; Hillenbrand and Money, 2007). Nevertheless, several key research areas of CSR and bank reputation have remained under-explored and existing studies point out the need for further investigations. It is interesting to note that during financial crisis several banks get involved in reputational crisis (Gabbi et al., 2009; Uslander, 2010). Indeed, the comparative analysis of well-known cases have highlighted the importance of CSR in managing of such crisis, suggestion looking into the relationship between CSR and corporate reputation. It should be eventually noted that the most important thing to bank is to increase reputation because the banks want to receive trust from customers and stakeholders. Thus, CSR is one of the main strategies for bank to achieve the goal of maximizing profit.

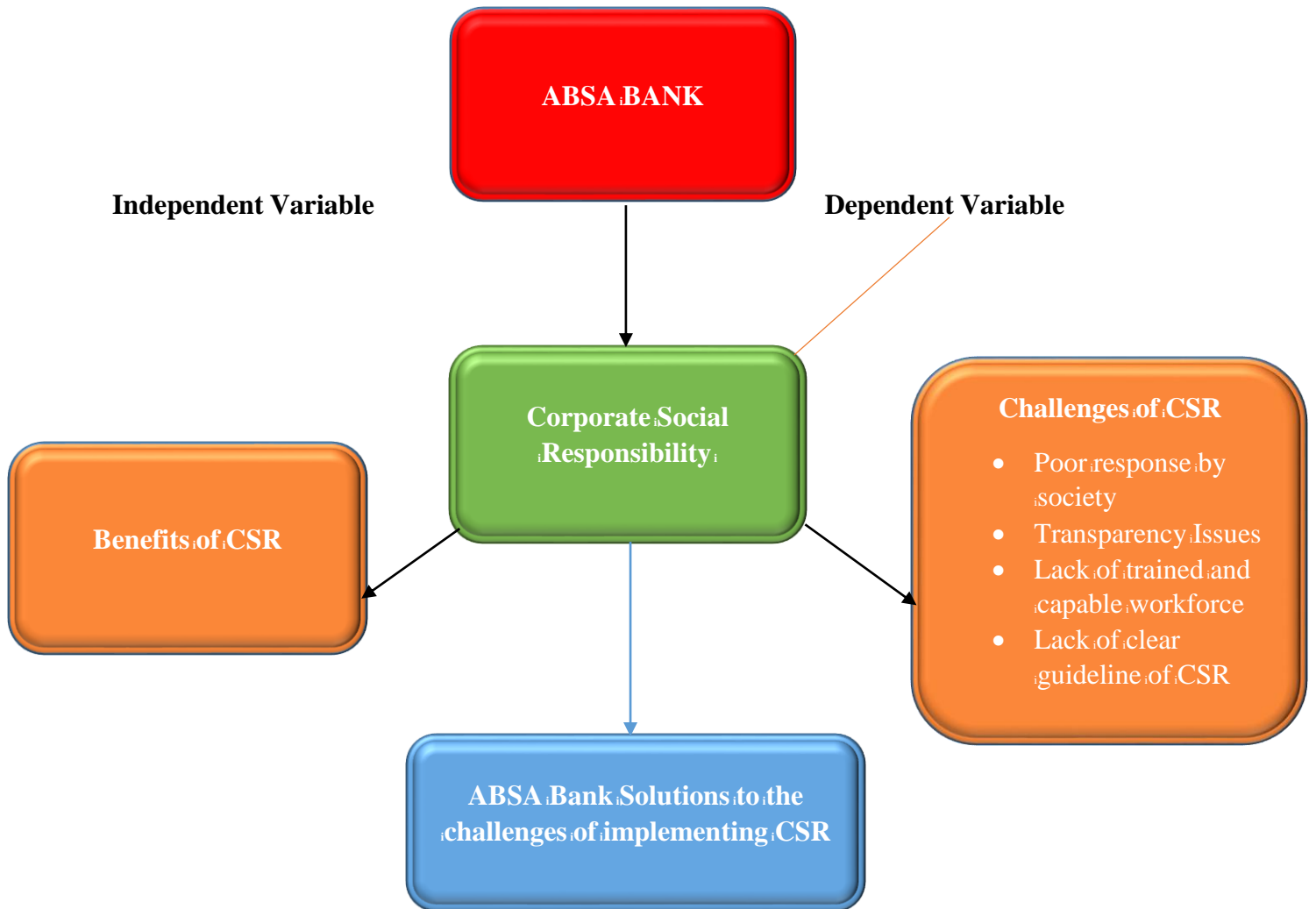
2.4 Gaps in Literature

There have been many studies on CSR in different industries but no much studies have been done on the challenges most organizations and companies face when dealing with CSR, no much studies have also been done on how companies deal with most of these challenges it's for this reason the researcher choose to investigate the challenges associated with the implementation of corporate social responsibility in banking industry in Zambia: A case of ABSA Bank HQ

2.5 Conceptual Framework

A conceptual framework is a tool used to understand the place of and inform the direction of a research project. A conceptual framework uses previous research to determine a theory and methodology for a current research project. A conceptual framework is much more than a literature review. It does not just summarize current published research. It takes into consideration all current theories, findings and contexts for your research question (Magher, 2018).

Figure 1 Conceptual Framework



Source: Author 2021

2.5.1 Depended Variables

The dependent variable of the study was Corporate Social Responsibility which is depending on ABSA bank.

2.5.2 Independent Variables

This research study consisted of both the independent variable and dependent variable, the independent variables of the study were ABSA bank and its challenges in implementing CSR, the benefits of implementing CSR at ABSA and the banks solution to the challenges it has when implementing CSR.

2.6 Chapter Summary

Chapter two of the study looked at the theoretic framework of the study, the empirical studies and literature review, the gaps in the literature, the conceptual framework as well as chapter summary.

CHAPTER THREE: METHODOLOGY

3.1 Introduction

This chapter explains the research methodology that was used in this study. The chapter therefore comprises of research design, target population, data collection and data analysis.

3.2 Theoretical Framework of Methodology

3.2.1 Research paradigm/philosophy

A research paradigm/philosophy is a road map, on how research is going to be conducted. This involves ways on how data were collected and analyzed (Kothari, 2004). Case Study research design was used. This design was chosen because of the nature of the problem being studied. The case study method is an approach by which an area, institution or a phenomenon is used as a unit of analysis and an in-depth investigation is conducted on it with a view to unreeling information that would help give its relationship with other units of the same characteristics.

3.2.2 Research Approach

A mixed techniques approach was used in the research. This method incorporates multiple methodologies into a single research effort. In this sense, the study was conducted using two approaches: quantitative and qualitative data gathering methods. According to Saunders and Thornhill (2009), qualitative research refers to all non-numeric data or data that has not been quantified and can be a product of any research strategy, whereas quantitative research entails the collection of quantifiable data in the form of numbers, tables, charts, and other visual representations. The qualitative approach was used for the majority of data gathering, with the quantitative approach being used in a few cases when the researcher believes there are certain gaps in the qualitative data that might be filled with only qualitative data.

3.2.3 Time Horizon

Data was collected from the respondents between January and March 2022. Data with respect to this particular research had not been collected before nor will they be collected again from them for this research.

3.2.4 Research Strategy

A Research strategy provides the overall direction of the research including the process by which the research is conducted. A Case study is a strategy the researcher used for this particular study.

3.3 Empirical Aspects of Methodology

3.3.1 Population

Sekaran, (2015) defines study population as being the entire group of events, individuals, or even other significant objects that the study specifically aims to explore. Population is also considered as the entire collection of units or cases or units or cases or units upon which the person conducting the study aims to explore. A key stage in creating a research design is to explain the population in line with the research objectives. The study population consisted of ABSA headquarters employees in Lusaka, Zambia.

3.3.2 Sampling Frame and Sample Size

A sample size refers to the number of people chosen from a population to participate in a research project (Polit and Hungler, 2000). The data will be collected using a sample size of 100 respondents. As a result, the Taro Yamane formula was employed to calculate the sample size for the study.

Taro Yamane Formula

Where “N” is the population size and “n” denotes the number of samples collected. 0.05 is the margin of error (Moe).

$$n = \frac{N}{1+N(e)^2}$$

Were,

n = sample size required

N = Total population

e = Margin of error.

$$n = \frac{130}{1+130(0.05)^2}$$

$$n = \frac{130}{1+0.3}$$

$$n = \frac{130}{1.3}$$

$$n = 100$$

3.3.3 Data Collection/Instruments

According to Saunders and Thornhill (2009), data collection is a two-way systematic discussion between the investigator and the responder in which the information, statistics, facts, figures, the process of picking a subset of the population to represent the complete population is known as sampling (2008). Employees were chosen via purposeful sampling, which allows the researcher to exercise his judgment in picking the most credible source of data for the study. This method was utilized to choose ABSA personnel at the headquarters in order to gather specific data for the study. Numbers, or records are exchanged. Primary and secondary data were gathered for the investigation.

3.3.3.1 Primary Data

Primary data, according to Kothari (2014), are those that are obtained for the first time and hence have an original nature. Because most ABSA personnel are too busy to comply with other methods of data collection, such as interviews, the study used structured questionnaires to obtain primary data.

3.3.3.2 Secondary Data

Secondary data was gathered through documentation review, in which a variety of documents was studied in relation to the research topic, such as official documents from ABSA, reports, seminar papers, and so on, to supplement the primary data.

3.3.4 Data Analysis and Processing

Data processing entails editing, coding, and tabulation, and is an important part of the research process. This was done in the following areas in order for the research to be accurate and effective:

- i. Editing begun as soon as the questionnaires were received from respondents and included the repair of any errors that may have occurred during the study writing process.
- ii. Coding was done to confirm that the response categories were correctly defined and exhausted to the study's problem, and to organize the data collected into groups or classes based on their common characteristics.
- iii. Tabulation: Data was organized into categories and then placed in a tabular format (tabulation). This will be done in order to convey the study information/findings in a logical and systematic manner.

- iv. For data analysis, Microsoft Excel is recommended, and for correlation, SPSS - Statistical Package for Social Sciences is recommended.
- v. Following the collection of both primary and secondary data, the data was processed, which may include editing, coding, tabulation, and other procedures. Then, using the Statistical Package for Social Sciences, the data will be subjected to content analysis (SPSS).

3.4 Reliability, validity and generalizability of research findings

Reliability is a way of assessing the quality of the measurement procedure used to collect data in a dissertation. For the results to be considered valid, the measurement procedure must be first reliable (Hedden, 2002). Hedden further adds that the research must be conducted in a transparent and clear manner so that the reader can either undertake the same study using the same method themselves and produce the same results or least to instill confidence in the reader that the method and results were not fudged in anyway.

Greener and Martelli (2015) define 'validity' in research as the accuracy of observation or measurement. To establish validity, the instrument will be discussed with the research respondents.

3.5 Ethical Considerations

Ethical standards were taken into account while the research is carried out, as they are important in distinguishing values and defining what should be done in each given study. The secrecy principle safeguards the participants' rights and privacy. Every researcher should be concerned about this. In most circumstances, the respondent prefers to keep personal information secret. Second, the anonymity principle will be applied to keep the respondent's identity hidden. Other principles that will be used in the research include informed consent, which will help the respondents understand why they took part in it.

3.6 Chapter Summary

Chapter three of the study looked at the study methodology, it consisted of the Theoretical Framework of Methodology, Empirical Aspects of Methodology, Reliability, validity, and generalizability of research findings, Ethical and access issues and lastly chapter summary.

CHAPTER FOUR: FINDINGS ANALYSIS AND PRESENTATION

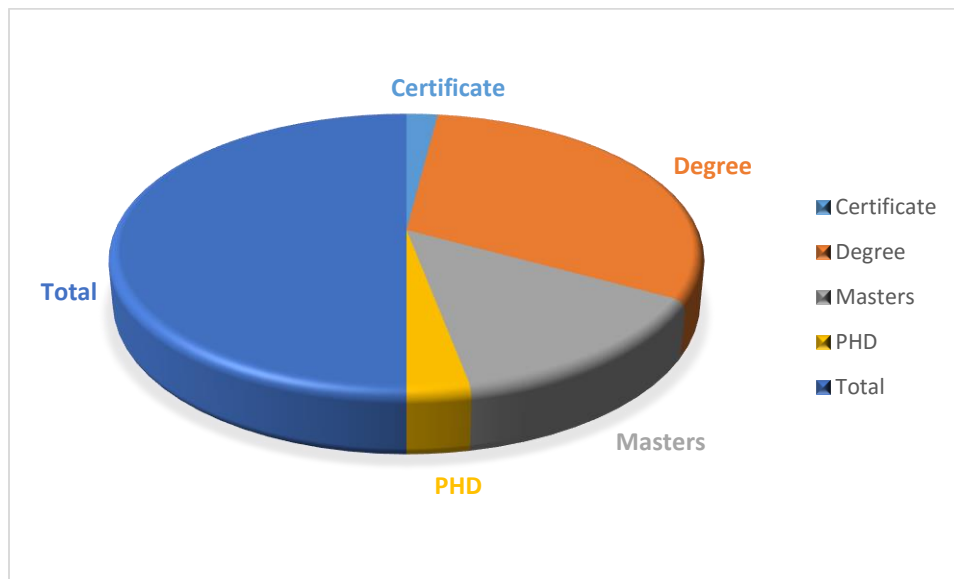
4.1 Introduction

This chapter presents results of data analysis from the respondents. The chapter describes the data collection process and analysis and the challenges allied with the application of corporate social responsibility in banking industry in Zambia. Descriptive statistics was used to analyze the data.

There were three parts of the data collected, the first part looked at the personal information of the respondents, the second, third and fourth part were aligned with the specific objectives of the study. The sample of the study consisted of 100 respondents and all the targeted population responded in all, 100 responses were received.

4.2 Demographic Information

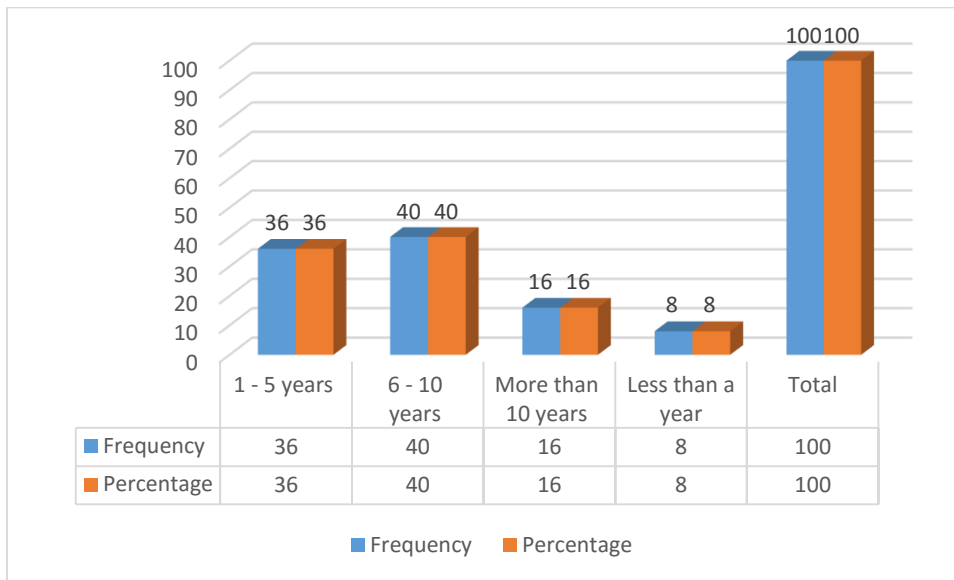
Figure 2 Respondents Level of Education



Source: Field Research

The figure above shows the respondents educational level, the results show that most respondents are educated with degrees and this was represented by 59% those with master degrees were represented by 18% those with only certificates were 21 and the remaining 2% had PHDs.

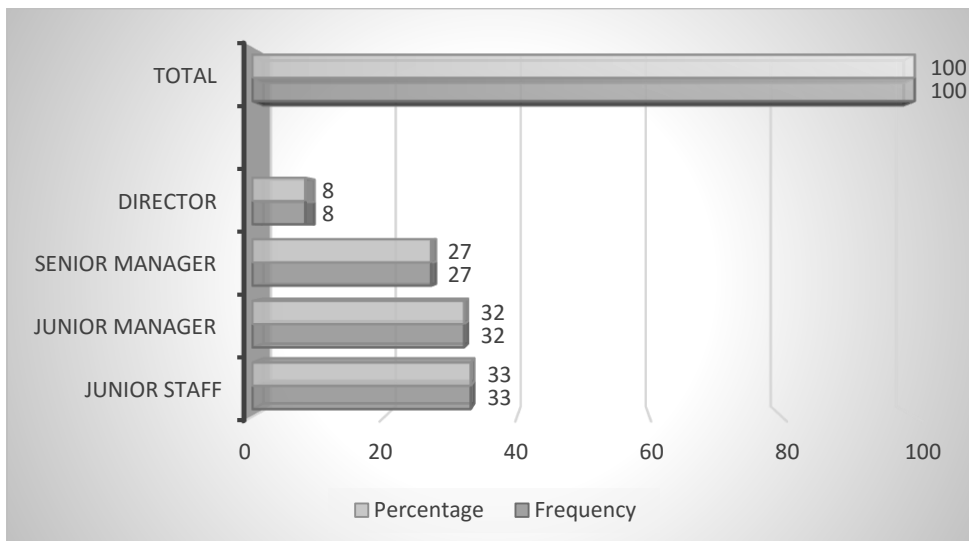
Figure 3 Respondents Duration at ABSA Bank



Source: Field Research

Figure 3 shows the respondents work duration at ABSA bank, the results show that most of the respondents have been with the bank for over 6 years but not more than 10 years and this was represented by 40%, 36% of the respondents have been working for the bank for not more than 5 years. 16% of the respondents have been working for the bank for more than 10 years and only 8 of the respondents have been with the bank for less than a year.

Figure 4 Respondents Job Position

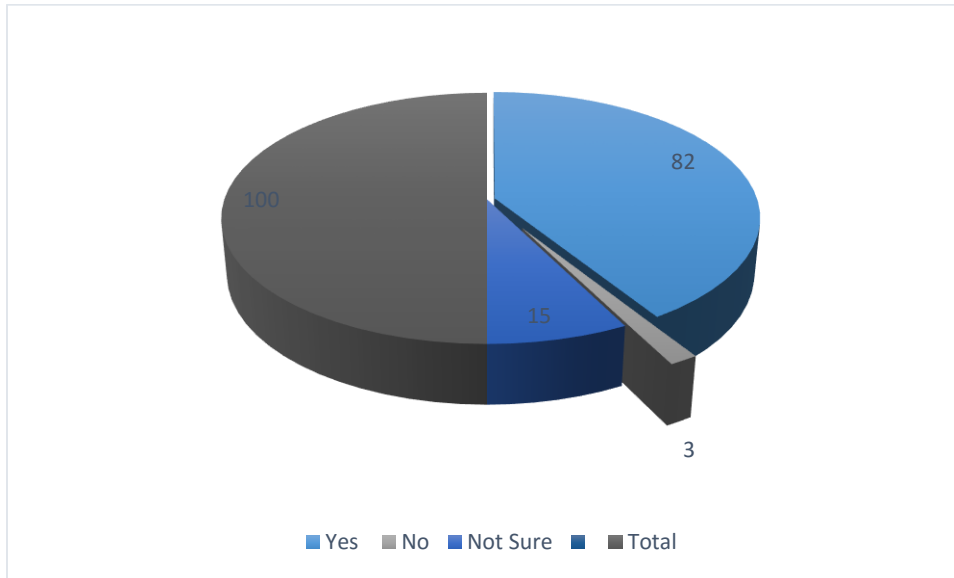


Source: Field Research

Figure 4 shows the respondents category of position at ABSA bank headquarters, the results show that 33% of the respondents are in junior staff and 32% of the respondents are junior managers. Senior managers were represented by 27% and directors were only 8 from a total of 100 respondents.

4.3 Research Question One - Types of CSR Practiced by ABSA Bank

Figure 5 ABSA bank CSR Practices



Source: Field Research

In the figure above the researcher asked the respondents does ABSA bank practice any special type of CSR? And 82% of the respondents said yes ABSA bank does practice CSR activities, 15 of the 100 respondents were not sure and only 3% of the respondents said NO ABSA bank does not practice any CSR.

The respondents who said YES, the bank does practice CSR identified the types of CSR activities the bank practices as shown in the table below;

Table 1 Types of CSR activities

	Frequency_i	Percentage_i
Ethical Responsibility	21	26
Philanthropic Responsibility	10	12
Environmental Responsibility	13	16
Economic Responsibility	38	46
Total	82	100

Source: Field Research

The table above shows the respondents view on the types of CSR the bank practices and the results showed that only 10 from the 82 respondents who said yes said the bank practices philanthropic responsibility, 13 respondents said the bank practices environmental responsibility, 21 respondents said the bank practices ethical responsibility and majority of the respondents which was represented by 46% said the bank practices economic responsibility.

The researcher further asked the respondents how they would describe the CSR practiced by the bank and some respondents said “the bank practices economic responsibility because through CSR the bank helps improve the Zambian economy” Others said “CSR practices by the bank helps beautify the communities and the country at large”

4.4 Research Question Two - ABSA Bank Strategies of Effective CSR

Table 2 ABSA Bank Strategies

	Frequency_i	Percentage_i
Aligning CSR to business strategy	42	42
Looking for opportunities to build a future pipeline	24	24
Finding new drivers of innovation	18	18
Integrating design thinking approaches	16	16
Total	100	100

Source: Field Research

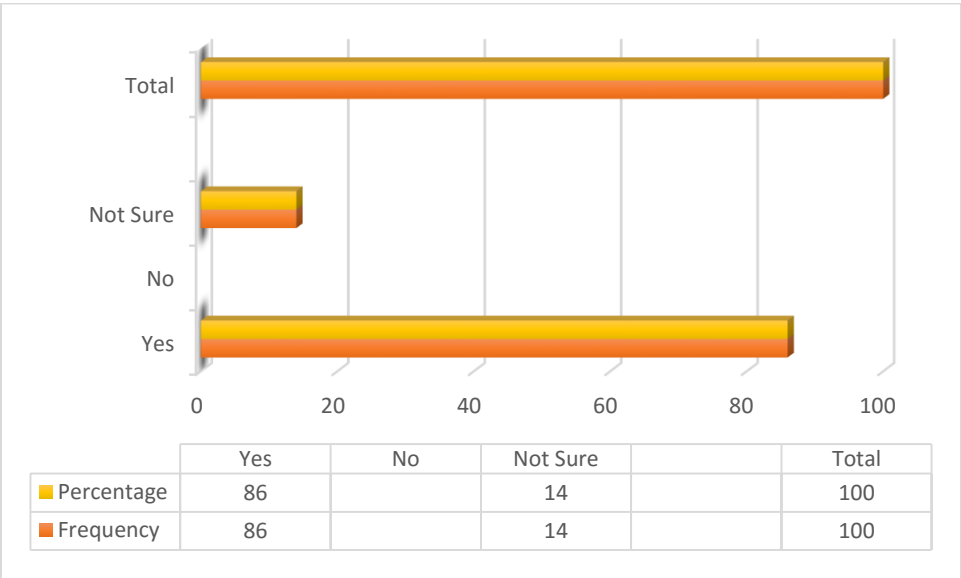
The table above shows the strategies ABSA bank implements to make sure CSR is effectively carried out. The results showed that 42% of the respondents said the bank main strategy is aligning CSR to the business strategy and 24% of the respondents said looking for opportunities to build

future pipelines is another main strategy the bank uses, 18% of the respondents said finding new drivers of innovation is another main strategy the bank uses. 16 respondents which was represented by 16% identified integrating design as another strategy the bank uses.

The researcher asked if there is any other strategy the bank uses and the respondents could not mention any other strategy.

4.5 Research Question Three - Challenges Faced by ABSA Bank in Fulfilling the Implementation Of CSR

Figure 6 Respondents View on the Challenges faced by the bank in implementing CSR



Source: Field Research

In the table above the respondents were asked if they are aware of the challenges the bank face when implementing CSR and 86% of the respondents said yes, no respondent said NO and 14 of the respondents from the total 100 were not sure of the challenges.

Table 3 Challenges in the Implementation of CSR

	Frequency	Percentage
Poor response by society	20	20
Transparency Issues	52	52
Lack of trained and capable workforce	10	10
Lack of clear guideline of CSR	18	18
Total	100	100

Source: Field Research

Table 3 shows the challenges which the bank faces when implementing CSR, the results showed that transparency issues are the major challenge the bank faces and this was represented by 52%, poor response by society was represented 20%, lack of clear guidance was represented by 18% and 10 respondents said lack of trained and capable workforce is a challenge as well which the bank face when implementing CSR.

Some respondents said corporation by communities is also a challenge the bank face when implementing CSR, some respondents said “once the bank is implementing CSR activities competitors in the banking sector feel like the bank is boasting and not conducting SCR”

The findings of the study can be related to the study literature review. The first research question was which type of CSR is practiced by ABSA Bank? The findings of the study showed that Ethical Responsibility, Philanthropic Responsibility, Environmental Responsibility and Economic Responsibility are the types of CSR practiced by the bank, economic responsibility is the main type of the CSR the bank practices and this was identified by the majority of the respondents. The findings of the study can be related to the literature (Levy & Egan, 2013) because banks themselves naturally do not produce hazardous chemicals or discharge toxic pollutants into the environment, they do not appear to be involved with environmental issues. Besides, although it is the banks duty to repay environment, there are many banks using recycling electrical and electronic equipment for environmental protection (Persefoni Polychronidou et al., 2013). Besides, through their lending practices, banks are inextricably connected to commercial activity that degrades the natural environment. In brief, it is important that the banking sector in every

country be aware of its environmental and social responsibilities (Gokce Akdemir Omur et al., 2012). Second, banks contribute to the development of Society in CSR program. It is true that banks are paying more to their CSR activities but not so much as their earning increases. The involvement of the Euro bank on Education, Culture, Sport is the corner stone of social contribution since its inception until today (Eurobank EFG, 2012). Common CSR practices in the banking sector by different organization are centered on mainly poverty alleviation, healthcare, education, charity activities, cultural enrichment, youth development, women empowerment, patronizing sports and music, etc. especially in developing countries like Bangladesh (Alam Shafiul, et. al., 2010). Third, CSR programs related to Market place is an effective way in the banking sector in order to improve reputation and financial performance with partners (Frenkel & Scott, 2002). Many banks want to work in „the Green financial markets,' which ranges from environmental risk management in the banking and insurance sector. The aims of this program are creating positive environmental venture capital and private equity fund, environmental risk management, environmental screening in fund management and project finance (Jane Nelson and Dave Prescott, 2003). In order to achieve this goal, banks focus on the responsibility in investment (Kurtz, 2008) and accountability (KPMG, 2005). Particularly, National bank offered in the field of renewable energy through the investment programs (National Bank, 2012).

The second research question was what are the banks strategies in making sure all the banks CRS programs are conducted? The findings showed that Aligning CSR to the business strategy, looking for opportunities to build a future pipeline, finding new drivers of innovation and Integrating design thinking approaches are the strategies ABSA bank use. Majority of the respondents identified *aligning CSR to the business strategy* as the main strategy adopted by the ABSA to make sure CSR is implemented accordingly. The research findings can be related to the study by David Crowther & Guler Aras who redefined the strategies CSR and related them to sustainability of CSR. First parameter is societal influence, which is defined as the measure of societal impact on the companies, stakeholders influence and their future actions. Second, is the environmental impact, which considers the influence of the company's decisions and actions, taken at present on the surrounding environment. Third, is the Organizational culture, which is defined as the relationship of the company with its employees and other internal stakeholders. The fourth and final parameter that is used to ensure sustainability of the organization is the financial parameter. This is defined as the amount of return that the company generates for the investment that they

have done and the risk taken by the company. All these parameters ensure a fine balance between sustainability and sustainable development of the company through corporate social responsibility.

The last research question was what are the challenges faced by ABSA Bank in fulfilling its CSR mandate in the country? The findings showed that the major challenges are Poor response by society, Transparency Issues, Lack of trained and capable workforce and Lack of clear guideline of CSR. The respondents identified transparency as the main challenge and lack of guidance was the least challenge.

4.6 Chapter Summary

Chapter four of the research study looked at the finding analysis and presentations, it consisted of the demographic information and it also answered the research questions of the study.

CHAPTER FIVE: CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter presents a summary of important elements of the study, including the purpose of the study, specific objectives, methodology and major findings of the study. The chapter also presents the summary and conclusions drawn from the research findings. The chapter further presents recommendations for practice and for further studies.

5.2 Conclusion

5.2.1 Research Question One

The first research question of the study was which type of CSR is practiced by ABSA Bank? This question has been achieved by review of relevant literature. The literature shows that there are a number of CSR practiced by banks and other sectors. It is therefore concluded that Economic Responsibility is the main type of CSR the bank and other firms adopt.

5.2.2 Research Question Two

The second research question of the study was what are the banks strategies in making sure all the banks CRS programs are conducted? The researcher concluded that *aligning CSR to the business strategy* is the main strategy the bank use in order to enhance effective CSR activities.

5.2.3 Research Question Three

The third and final research question was what are the challenges faced by ABSA Bank in fulfilling its CSR mandate in the country? The researcher concluded that transparency issues is the major challenge among the challenges the bank faces, majority of the respondents said transparency issues are always hindering the processes of CSR at ABSA bank.

5.3 Practical/Managerial Implications of Findings/Recommendations

5.3.1 Research Finding One

The first objective of the study was to identify the CSR practiced by ABSA bank. The findings of the study showed that Ethical Responsibility, Philanthropic Responsibility, Environmental Responsibility and Economic Responsibility are the types of CSR practiced by the bank, economic

responsibility is the main type of the CSR the bank practices and this was identified by the majority of the respondents.

Following the first conclusion the researcher recommended that, ABSA bank and other companies should explore the other types of CSR as well, for they might work well for the organization and not just depending on one type of CSR.

5.3.2 Research Findings Two

The second objective of the study was to investigate the banks strategies in making sure all CSR programs are conducted. The findings showed that Aligning CSR to the business strategy, looking for opportunities to build a future pipeline, finding new drivers of innovation and Integrating design thinking approaches are the strategies ABSA bank use. Majority of the respondents identified *aligning CSR to the business strategy* as the main strategy adopted by the ABSA to make sure CSR is implemented accordingly.

Following the second objective, the researcher recommended that ABSA bank should consider discovering more strategies they should have a majority and variety of strategies before they actually start the processes of CSR.

5.3.3 Research Findings Three

The third and final objective of the study was to establish the challenges faced by ABSA Bank in fulfilling the implementation its CSR. The findings showed that the major challenges are Poor response by society, Transparency Issues, Lack of trained and capable workforce and Lack of clear guideline of CSR. The respondents identified transparency as the main challenge and lack of guidance was the least challenge.

Following the third objective, the researcher recommended that the bank should put up strategies and measures that will make sure the bank does not encounter any challenges when implementing CSR.

5.4 Limitation of the study and direction for future research

5.4.1 Limitation of the study

This study was limited to employees only based at ABSA Bank headquarters Lusaka. The research was only confined to top management, middle and lower management. Therefore, the results of the study were based on the outcome of the respondents which constituted the sample size. Time was the main limitation of the study because the researcher needed to balance school and work.

5.4.2 Direction for further research

The major limitation of this study was time factor and as a result only one company was visited to gather the data. The study therefore recommends further detailed research undertaking into this topic so as to make exhaustive conclusions based on quantitative research methods. This topic should also be expanded to other sectors like agriculture, manufacturing and mining as well for the researcher only concentrated on the banking industry.

5.5 Chapter Summary

Chapter five of the research topic looked at the conclusions and recommendations of the study, it also looked at the summary of findings the study limitations and the recommendations for future researches. Lastly, it looked at the chapter summary.

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QUESTIONNAIRE FOR ABSA BANK EMPLOYEES

Dear Respondents

Greetings,

My name is Caesar Masikini a student at ZCAS University and I am carrying out a research on your company. This study is purely academic and all the information you will give in this questionnaire is for academic purposes and will be treated with utmost confidentiality.

INSTRUCTION

Kindly answer each question and reflect your true reaction when doing so. Indicate your answer by marking the appropriate box (X) and feel free to comment where necessary. Please do not indicate your names.

PART A: PERSONAL INFORMATION

1. What is your highest level of education?

- a. Certificate b. Degree c. Master's Degree d. PHD

2. How long have you been working for ABSA bank?

- a. 1-5 year's b. 6 – 10 year's c. More than 10 years

d. Less than a year

3. Respondents Jobs position at ABSA bank

a. Junior Staff b. Junior Manager Senior Manager Director

PART B: TYPES OF CSR PRACTICED BY ABSA BANK.

4. Does ABSA bank practice any special type of CSR?

a. Yes b. No c. Not Sure

5. If your answer above is YES what is the CSR ABSA practices?

a. Ethical Responsibility

b. Philanthropic Responsibility

c. Environmental Responsibility

d. Economic Responsibility

6. In your own words how would you describe the CSR practiced by ABSA bank (Optional)

SECTION C: ABSA BANK STRATEGIES OF EFFECTIVE CSR

7. What are the banks strategies in making sure all the banks CRS programs are conducted?

- a. Aligning CSR to the business strategy
- b. Looking for opportunities to build a future pipeline
- c. Finding new drivers of innovation
- d. Integrating design thinking approaches

8. If there are any other strategies please specify?

SECTION D: CHALLENGES FACED BY ABSA BANK IN FULFILLING THE IMPLEMENTATION OF CSR

9. Are you aware of the challenges faced by ABSA bank in fulfilling the implementation OF CSR?

- a. Yes b. No c. Not Much d. Not Sure

10. If your answer above is YES what are the major challenges faced by ABSA bank in fulfilling the implementation OF CSR?

- a. Poor response BY society

- b. Transparency Issues
- c. Lack of trained and capable workforce
- d. Lack of clear guideline of CSR

11. If there are any other challenge please specify

Thank you for taking part in this questionnaire