Corporate Social Responsibility (CSR) in the Banking Industry: A Model for Increasing Financial Performance

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Doctoral Thesis Summary

Tomas Bata University in Zlín

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Faculty of Management and Economics

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Corporate Social Responsibility (CSR) v bankovním průmyslu: model zvyšování finanční výkonnosti

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ABSTRACT

The banking sector is considered to be an important component in the financial services' industry while banks are spending millions of dollars on corporate social responsibility (CSR). Many banks have created task teams to introduce the CSR concept properly so that to guarantee higher profits through CSR practices. However, a common CSR framework that can be adapted and implemented by commercial banks to achieve financial returns is still lacking, thus subjecting CSR as a philanthropic activity that is mostly applicable to developing countries. The dissertation uses two sets of data: primary data collected from bank customers, employees and managers and secondary data collected from banks' financial statements and annual reports so that to develop a model that can be used to increase financial performance by banks through CSR. Using the IBM SPSS Modeler 22.0 and NVivo software, the dissertation provides the model, taking into account three pillars of CSR (economic, environmental and social) and three accounting based measures (ROA, ROE and PPE). The findings indicate a positive relationship between CSR and financial performance in commercial banks based on accounting measures. Therefore, better CSR practices lead to higher financial performance in commercial banks. Moreover, there is a moderating effect of the control variables on the relationship between CSR strategies and financial performance of commercial banks. Financial performance is dependent on solid socially responsible performance and investments in CSR positively affect profitability growth. Banks have specific departments responsible for CSR implementation. In addition, the results indicate that banks communicate their CSR practices via bank websites and annual reports and have significant budgets allocated for CSR-related activities. To better practice CSR, these banks observe professionalism, are shareholders-oriented and make their CSR practices completely voluntary. Relationship creation is the main objective of practicing CSR by banks. Image creation; financial returns; increase customer loyalty/base; contribution to sustainable growth; product and service quality; employees' welfare; talent management; health management; community development; partnerships' development; education development; advocacy for equality; life improvement and environmental management are the other objectives of banks' involvement in CSR. The results indicated that CSR initiatives are mostly philanthropic. Furthermore, the dissertation's contributions to scientific and practical fields are discussed in the penultimate chapter. Finally, limitations of the research and suggestions for future research are presented in the last chapter.

ABSTRAKT

Bankovní sektor je považován za důležitou součást finančního průmyslu a banky investují miliony dolarů do společenské odpovědnosti firem (CSR). Výsledkem tohoto je, že mnoho bank vytvořilo pracovní týmy, jejichž úkolem je vytvořit koncept CSR za účelem zvyšování zisků prostřednictvím využití principů CSR. Nicméně takovýto rámec, jenž by mohl být převzat a využit komerčními bankami za účelem zvýšení finanční výkonnosti, chybí a je tedy považován za dobročinnou aktivitu, která je typická pro rozvojové země. Tato dizertační práce vychází ze dvou typů informací: primární údaje získané od zákazníků, zaměstnanců a manažerů bank, a sekundární data získaná z finančních výpisů a výročních zpráv bank za účelem vytvoření modelu, jenž může napomoci ke zvýšení finanční výkonnosti bank využitím CSR. S použitím softwaru IBM SPSS Modeler 22.0 a NVivo tato práce představuje model, ve kterém jsou zahrnuty tři pilíře CSR (ekonomický, environmentální, společenský) a tři míry vycházející z účetnictví (ROA, ROE a PPE). Výsledky studie poukazují na pozitivní vliv CSR na finanční výkonnost komerčních bank na základě zmiňovaných mír vycházejících z účetnictví. Lze tedy konstatovat, že využití principů CSR vede k vyšší finanční výkonnosti komerčních bank. Navíc je evidentní mírný vliv řídících proměnných na souvislost mezi strategiemi CSR a finanční výkonností komerčních bank. Finanční výkonnost je závislá na silné a stálé společensky odpovědné prezentaci a investice do CSR pozitivně ovlivňují růst ziskovosti. Banky si již vytvořily určitá oddělení, která jsou zodpovědná za zavedení a využití CSR. Kromě tohoto výsledky ukazují, že banky již zahrnuly jejich CSR praktiky do jejich webových stránek a výročních zpráv a tedy mají vyčleněný patřičný finanční zdroj na pokrytí veškerých aktivit spojených s CSR. Banky se tak soustředí na profesionalitu, jsou orientované na akcionáře a tyto praktiky jsou zcela na dobrovolné bázi. Vytvoření vztahu je hlavním cílem CSR praktik u bank. Dalšími cíli je vytvoření image, finanční výsledky, zvýšení věrnosti zákazníků (podstata), přispění k udržitelnému růstu, kvalita výrobků a služeb, blaho zaměstnanců, rozvoj talentu, péče o zdraví, pocit sounáležitosti, rozvoj spolupráce, rozvoj vzdělanosti, podpora rovnoprávnosti, zlepšení života a životního prostředí. Výsledky potvrzují, že CSR iniciativy jsou založeny na dobrovolné bázi. V předposlední kapitole jsou zmíněny přínosy dizertační práce ve vztahu k vědě a praxi. V poslední kapitole jsou zmíněna omezení výzkumu a návrhy pro další výzkum.

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ACRONYMS AND ABBREVIATIONS

1. ATMs ………………………………………… Automated Teller Machines
2. CFP ……………………………………… Corporate Financial Performance
3. CSP ………………………………………… Corporate Social Performance
4. CSR ………………………………….…… Corporate Social Responsibility
5. E.g …………………………………................................. For Example
6. ET al ……………………………………………………… And Others
7. Fperf ……………………………………………….. Financial Performance
8. GRI ……………………………………..…… Global Reporting Initiative
9. GSI …………………………………….. Growth Strategies International
10. ILO ……………………………………… International Labor Organization
11. KCB …………………………………………… Kenya Commercial Bank
12. KLD …………………………………... Kinder, Lydenberg, and Domini
13. LP …………………………..…………………….. Labor Productivity
14. NSE ………………………………………….. Nairobi Securities Exchange
15. OCF …………………………….……………… Operating Cash Flow
16. OECD ……….. Organization for Economic Cooperation and Development
17. P/PP ……………………………………………………………… Pages
18. PPE ……………………………........................ Profit Per Employee
19. ROA ……………………………………...……….. Return on Assets
20. ROE ………………………………………….……….... Return on Equity
21. SRI ………………………………………Socially Responsible Investing
22. UN …………………………………………………………United Nations

1. INTRODUCTION

According to (Sharif and Rashid, 2014, p. 2502), corporate social responsibility (CSR) is an essential requirement for survival and growth of companies. CSR is associated with trust which has the influence of satisfaction and retention (Kombo and Paulík, 2015, p. 666). Retention and satisfaction, in turn, are the key drivers of profitability and increased market share. Luo and Bhattacharya (2006, pp. 1) describe CSR as direct or indirect contributions to the society by performing socially responsible behaviors and/or engaging in actions that advance some social good and/or welfare. Based on the findings of Wu and Shen (2013, p. 3529-3546) altruism is the main motive for CSR practices in commercial banks.

Professionalism through observation of the code of ethics, transparency, cooperation and maximizing shareholders' value are important aspects of social responsibility in the banking sectors that make CSR successful (Graafland and Van de Ven, 2011, p. 605-617). In addition, shareholders tend to fully support companies that engage in CSR activities (Kombo and Paulík, 2015, p. 666). Chaterjee and Lefcovitch (2009, p. 24-28) state that commercial banks are strongly focused on profit-making and other financial aspects.

The significance of CSR actions on financial performance has been a hot topic for many years by now. Furthermore, the impact of CSR on financial performance is of more importance than ever to both researchers and policy makers. Despite the many years of the related research, there is no common understanding how exactly CSR increases financial performance in the banking industry. Basically, majority of the empirical studies on CSR focus only on its merits (Wu and Shen, 2013) and implementation (Justyna, and Saniuk, 2014) while ignoring the model that can be used to ensure successful implementation geared at increasing financial performance. This study is focused on investigating the banking sector in Kenya, with data collected from Kenyan bank customers, bank employees and bank managers.

2. THEORETICAL FRAMEWORK

Belás et al (2013, p. 48) and Paulik et al (2015, p. 66) state that CSR has three pillars namely: economic, social and environmental. The positive influence as a result of CSR enhances competitiveness in areas such as enhancement of public image, reputation, ethical behaviors, relations with employees, community engagement and improving organizational governance (Ostalecka and Swacha-Lech, 2013, p. 425). Employees expect employers to demonstrate their social responsibility (Maignan et al., 2005, p. 959) in different ways, for instance by giving rewards and recognitions, offering development opportunities, ensuring work-life balance, ensuring health and safety in work places and offering retirement benefits (Maignan et al., 2005, p. 961) to ensure employee satisfaction. Bank clients are important individuals in commercial banks because of the simple fact that they bring profits and promote competitiveness of banks (Belás et al., 2014, p. 220). Arbore and Busacca (2009, p. 272) mention quality of the core services and quality of the relationships as the main dimensions affecting customer satisfaction in banks. According to the authors, quality of core services include reliability, security, functionality, accuracy, and speed while quality of relationships include responsiveness, competences, assurance, trust, friendliness, courtesy, availability, commitment, flexibility, and communication. Chakrabarty (2006, p. 2-7) on the other hand, mentions speed of services at branches, Automated Teller Machines (ATMs) availability and reliability, bank charges, responsiveness to enquiries, opening hours and privacy as the other factors that can be used to measure customer satisfaction.

Financial performance (profitability) is measured through account based measures and market based measures. Tsoutsoura (2004, p. 12) state that return on asset (ROA) and return on equity (ROE) are used for measuring financial performance of firms. Aliabadi et al (2013, pp. 23) further state that revenues, operating income, earnings before interest and tax, net income, comprehensive income, earnings per share, or ratios such as return on investment (ROI) and return on sales (ROS) are the other accounting measures. According to Tsoutsoura (2004, p. 8-9), CSR is categorized into two types. The first type assesses the short run impact when companies engage in CSR practices. Second type focuses on the relationship between CSR and financial performance based on account measures. Observation of ethical standards in the financial industry is key (Chaterjee and Lefcovitch, 2009, p. 25-26).

3. OBJECTIVES OF THE THESIS

Based on the research gaps and discussed literature review, the **central research** question is highlighted below:

- **Which model can be used to increase the financial performance of commercial banks through corporate social responsibility (CSR) activities?**

Therefore, the following research **sub-questions** questions are derived:

1. *How are CSR and financial performance measured in commercial banks?*
2. *What are the merits of banks' involvement in CSR initiatives in relation to customers, employees and society?*
3. *What is the relationship between CSR and financial performance (positive, negative or neutral) in the banking industry?*
4. *Which key CSR elements can be incorporated in a CSR framework to increase financial performance in the banking industry?*

The **overall objective** is as follows:

- **To determine the model that can be used to increase financial performance of commercial banks through corporate social responsibility (CSR) activities.**

The **sub-objectives** are: *to investigate how CSR strategies and financial performance are measured in commercial banks; to determine the merits of banks' involvement in CSR initiatives in relation to customers, employees and most importantly - the society; to examine the relationship between CSR and financial performance (positive, negative or neutral) in the banking industry* and *to identify the key CSR elements that can be incorporated in a CSR framework to increase financial performance in banking.*

4. SELECTED PROCESSING METHODS

4.1 Development of Hypotheses

There is a positive association between CSR and financial performance (Tsoutsoura, 2004, p. 12- 18). Wu and Shen (2013, p. 3544) found that CSR is positively associated with financial performance through ROA, ROE, net interest income and noninterest income. Margolis et al (2007, p. 9-33) found that the overall correlation between CSR and financial performance is positive but minimal. Basing on the above arguments, the following hypotheses have been developed:

H_1: *There is no positive synergy between CSR and financial performance in commercial banks based on accounting measures*
H_2: *Better CSR practices do not lead to higher financial performance of commercial banks*

Different research works have pointed size, age and revenue as having significant effects in determining CSR and firm performance (Weber, 2008, p. 250-254). Size is significant since the bigger the firm, the more likely it's able to engage in CSR practices than smaller firms (Luo and Bhattacharya, 2006, p. 1-2). Researchers have also stated that year-dummy variables are also key controllers. Year-dummy variables are used to express effects of any year, for instance on economic trends. Firms that have a strong and solid financial performance are able to have more resources that can further be used in social performance domains, which include employee relations, environmental concerns, or community relations (lmsn, 2004, p. 6-9). Tsoutsoura (2004, pp. 6) states that socially responsible companies have an added advantage in terms of brand image and reputation since consumers are usually drawn to brands with good reputation in CSR activities. As a result, hypotheses 3 and 4 are:

H_3: *There is no Moderating effect of the control variables on the relationship between CSR strategies and financial performance of commercial banks*
H_4: *Financial performance is dependent on solid social responsible performance. Investments in CSR positively affect profitability growth*

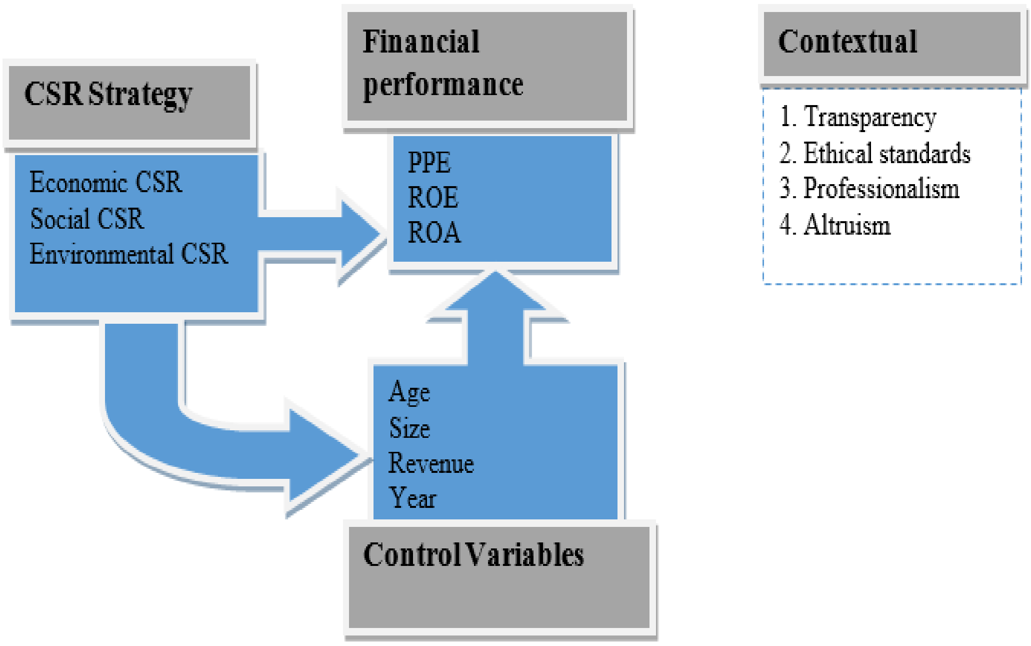

Figure 1 Redefined Conceptual Model. Source: Own

Based on figure 1, CSR strategy is the independent variable comprising of three pillars (**Economic CSR:** measured by banks' support and guidance to its employees, quality of services and products and banks' communication of their CSR policies; **Social CSR:** measured through customer satisfaction, employee satisfaction and banks' level of philanthropic activities and **Environmental CSR:** measured by banks' participation in ensuring the environment safety. Financial performance (**ROA:** Net Profit / Total Assets**, ROE:** Net Profit / Total Equity **and PPE:** Net income/No. of Employee) is the dependent variable. Size, revenue, age and year are the control variables.

4.2 Research Philosophy

This study applied positivism and interpretivism research philosophies. Positivism assumes that there is a reality that exists beyond the human mind, a reality that is separate from the individual who observes it and that it is a reality that provides the foundation for human knowledge.

4.3 Research Design, Population and Sampling Technique

This study uses mixed research design. The study adopted a case study design of commercial banks listed in Nairobi Securities Exchange (NSE) between the years 2013 and 2017. There are 46 commercial banks in Kenya, from which the target population was ten banks. The banks under study are: Barclays, Equity, Co-operative, National, Standard Chartered, Kenya Commercial Bank (KCB), Family, Chase, Eco and Commercial Bank of Africa. The sample size (minimum) for this study was 10 Banks. The researcher used convenient sampling to select banks with complete annual report and those listed in the NSE throughout the period covered. Content analysis was used to extract information about commercial banks financial performance for a period of 5 years. Categorization of these banks was based on size, age, revenue and year. The main reason for this choice is that these banks are likely to exhibit an elaborate CSR philosophy and have enough resource to be employed in CSR implementation.

4.4 Data Collection, Data Analysis and Tools Used

Data for this study was collected from both primary and secondary sources. Data collected to measure CSR for bank employees and customers was done through self-administered questionnaires and via online. Interviews were conducted to the ten bank managers. The researcher collected data from customers by distributing the self-administering questionnaires who returned them after completing filling them. To collect financial performance data, the researcher used the websites, annual financial statements from the ten banks for a five year period between 2013 and 2017. This qualitative and quantitative multicase study ensured data triangulation by mining multiple lines of evidence to achieve validity. NVivo software was employed to analyze data from the semi structured interview on bank managers. Statistical Package for the Social Sciences (SPSS) 22.0 software was employed to analyze the responses from the questionnaires.

5. MAIN RESULTS

Demographics

The study targeted 700 respondents for both bank employees and customers from the 10 banks in Kenya. The field data was obtained from 652 respondents. The data set was then screened for code violations and missing data, using SPSS descriptive statistics and visual inspection by the researcher, yielding an effective response rate of 650 respondents.

The responses were categorized into two categories that is, male and female as shown in table 1.

Table 1: Gender Distribution Source: Research Data, 2017

Gender	Frequency	Percent
Male	336	51.7
Female	314	48.3
Total	**650**	**100.0**

The responses were also categorized into five categories for ease of analysis as presented in the table 2.

Table 2: Respondents' Age Profile Source: Research Data, 2017

Age Groups	Frequency	Percent
18-24	176	27.1
25-31	261	40.2
32-38	117	18
39-45	50	7.7
46 and over	46	7
Total	**650**	**100.0**

Table 2 shows 40.2% of the respondents are between the ages of 25-31 years. The age group of 18-24 years represented 27.1% of the respondents while 32-38 years comprised 18%. Those between years 39 years and above comprised 14.7% cumulatively. This implies that a majority of bank employees are in their early ages in the job market. Consequently, a majority of young people have engaged in the bank services.

Furthermore, the responses were categorized into five levels for ease of analysis that is, Primary/Secondary, Diploma, Bachelor's, Master's and Doctorate as presented in the table 3.

Table 3: Showing the Educational level of respondents Source: Research Data, 2017

Educational level	Frequency	Percent
Primary/Secondary	**7**	**1.1**
Diploma	**87**	**13.4**
Bachelors	**345**	**53.1**
Masters	**41**	**6.3**
Doctorate	**87**	**13.4**
Total	**567**	**87.3**

The findings from table 3 show that 53.1% of the respondents had Bachelors, while those with Masters and Diplomas had 6.3% and 13.4% respectively. In addition, 13.4% of the respondents had Doctorate. Finally, Primary/secondary levels had 1.1% .12.7% of the respondents especially customers opted not to answer the question. The study established the majority of the respondents as bank employees have masters and above qualifications as well as many of the customers had a good educational background.

Descriptive Statistics on Financial Performance

Table 4: Descriptive Statistics on Financial Performance Source: Research Data, 2017

Year	Variable	Mean	N
2013	ROA ROE PPE	3.34 23.1 348.9	10 10 10
2014	ROA ROE PPE	3.2 20.7 400.0	10 10 10
2015	ROA ROE PPE	2.23 15.63 340.0	10 10 10
2016	ROA ROE PPE	2.0 14.1 363	10 10 10

2017	ROA ROE PPE	3.12 19 260	10 10 10

In table 4, the descriptive statistics of the entire sample are listed the sampled banks financial performance index for a period between 2013 to 2017 based on, ROA, ROE and PPE. A total of 10 banks from the Nairobi Security Exchange financial data were sampled for the entire 5 year period. The statistics indicates that the mean score for the financial variables, ROA, ROE and PPE, display a less predictable pattern in terms of rises and falls. The ROA mean value in 2013 is 3.34% compared to 3.2% in 2014, 2.23% in 2015, 2.0 % in 2016 and 3.12% in 2017. The mean value of ROE falls between 2013 and 2014 before decreasing heavily in 2015 and recovering slightly in 2017. The PPE indicated an up and downward trend in the subsequent years

Descriptive Statistics of CSR activities on Customers and Employees

The respondents were asked whether they were in agreement that CSR practices lead to higher financial performance in commercial banks. In addition, banks with low CSR participation have low profitability based on accounting based measures. Questions that were rated on the five (5) point Likert scale ranging from 1= strongly disagree, 2= disagree, 3=neither agree nor disagree, 4= agree, 5=strongly agree. The items mean and standard deviation measuring level of agreement were computed from the respondent's response as shown on the table.

Table 5: Descriptive Statistics of CSR activities towards customers Source: Research Data, 2017

	N	Minimum	Maximum	Mean	Std. Deviation
V14: Are you aware of your banks participation on CSR practices or activities	582	1	2	1.25	.434
V15: Are you satisfied with your bank's overall CSR practices	530	1	6	2.03	.803
Valid N (listwise)	0				

From these results on table 5, the majority of customers agreed that they were satisfied with their banks overall CSR practices with a mean of 2.03 and a standard deviation of 0.803. As to whether customers are aware of their banks participation on CSR practices and activities, they concurred with a mean 1.25 and a standard deviation of 0.434. From the results on table 4.3 showing the respondent's views, it can be concluded from a descriptive perspective that customers focused CSR have an effect on their economic, social and environmental well-being.

Table 6: Descriptive Statistics of CSR activities towards employees

	N	Minimum	Maximum	Mean	Std. Deviation
V11: Satisfaction with banks overall CSR practices that are targeted by employees	50	1	5	2.14	.833
V12: Respondents satisfaction with support from management during course work	50	1	2	1.08	.274
V19 Other	0				
V21: Does the bank provide Financial support to environmental matters	49	1	2	1.08	.277
V22:Training and development	50	1	2	1.52	.505
V24: Commitment to health and safety practices	49	1	3	1.67	.516

Valid N (listwise)	0					

From these results on table 6, the mean of 2.14 and a standard deviation of 0.833 indicated that the employee were satisfied with their bank CSR practices hence significantly showing that there is agreement of the respondents to the fact that employee focused CSR activities had an effect on the financial performance of commercial banks in Kenya. Specifically, there was a strong relationship between Respondents satisfaction with support from management during course work (mean=1.08, SD=0.274) and provision of Financial support to environmental matters (mean=1.08, SD=0.277). Of all the employee focused CSR activities, training and

The Pearson's product moment correlation and multiple regressions as parametric statistical analysis techniques have been used to test the first relationship. The other relationship is tested using non-parametric measures to establish the strength of the relationship among the variables. Null hypothesis is suitable for this study since, the study will establish whether there are chance effects on CSR strategies on financial performance of commercial banks.

Table 7 provides the results of the correlations analysis of employees CSR activities.

Table 7: Correlations of Employee CSR Activities. Data Source: Researcher 2017

		Economic CSR	Social CSR	Environmental CSR	ROA	ROE	PPE	Financial Performance
Economic CSR	Pearson Correlation	1	.433**	.010	.083	.145	.287*	.283*
	Sig. (2-tailed)		.002	.945	.568	.316	.043	.047
	N	50	50	50	50	50	50	50
Social CSR	Pearson Correlation	.433**	1	.040	.111	.225	.231	.236
	Sig. (2-tailed)	.002		.780	.443	.117	.106	.099
	N	50	50	50	50	50	50	50
Environmental CSR	Pearson Correlation	.010	.040	1	-.144	-.096	-.018	-.027
	Sig. (2-tailed)	.945	.780		.318	.506	.902	.850
	N	50	50	50	50	50	50	50

Return on Assets	Pearson Correlation	.083	.111	-.144	1	.920**	.491**	.522**
	Sig. (2-tailed)	.568	.443	.318		.000	.000	.000
	N	50	50	50	50	50	50	50
Return on Equity	Pearson Correlation	.145	.225	-.096	.920**	1	.664**	.689**
	Sig. (2-tailed)	.316	.117	.506	.000		.000	.000
	N	50	50	50	50	50	50	50
Profit per Employee	Pearson Correlation	.287*	.231	-.018	.491**	.664**	1	.990**
	Sig. (2-tailed)	.043	.106	.902	.000	.000		.000
	N	50	50	50	50	50	50	50
Financial Performance	Pearson Correlation	.283*	.236	-.027	.522**	.689**	.990**	1
	Sig. (2-tailed)	.047	.099	.850	.000	.000	.000	
	N	50	50	50	50	50	50	50

****. Correlation is significant at the 0.01 level (2-tailed)**
***. Correlation is significant at the 0.05 level (2-tailed)**

The results on table 7 show that Economic CSR had a statistically significant positive correlation (r =0.047 and p ≤0.01) with financial performance. Social CSR practices indicated a statistically significant positive correlation (r =0.099 and p ≤0.01) with financial performance and Environmental CSR had a statistically significant positive correlation (r =0.850 and p ≤0.01) with financial performance. In addition, there was a positive and significant relationship between CSR practices and each of the accounting based financial indicators as shown in table 1. On the overall, there is statistically significant positive correlation among the various CSR activities towards employees. Table 2 provides the results of the correlations analysis of customers CSR activities.

Table 8: Correlations of Customer CSR Activities. Data Source: Researcher 2017

		Economic CSR	Social CSR	Environmental CSR	Return on Assets	Return on Equity	PPE	Financial Performance
Economic CSR	Pearson Correlation	1	-.046	.274**	-.099	-.120	-.083	-.083

	Sig. (2-tailed)		.263	.000	.138	.070	.214	.214
	N	602	602	602	227	227	227	227
Social CSR	Pearson Correlation	-.046	1	-.055	.024	.061	.083	.085
	Sig. (2-tailed)	.263		.180	.724	.358	.212	.203
	N	602	602	602	227	227	227	227
Environmental CSR	Pearson Correlation	.274**	-.055	1	-.100	-.124	-.145*	-.154*
	Sig. (2-tailed)	.000	.180		.133	.062	.028	.021
	N	602	602	602	227	227	227	227
Return on Assets	Pearson Correlation	-.099	.024	-.100	1	.875**	.454**	.478**
	Sig. (2-tailed)	.138	.724	.133		.000	.000	.000
	N	227	227	227	227	227	227	227
Return on Equity	Pearson Correlation	-.120	.061	-.124	.875**	1	.711**	.730**
	Sig. (2-tailed)	.070	.358	.062	.000		.000	.000
	N	227	227	227	227	227	227	227
PPE	Pearson Correlation	-.083	.083	-.145*	.454**	.711**	1	.998**
	Sig. (2-tailed)	.214	.212	.028	.000	.000		.000
	N	227	227	227	227	227	227	227
Financial Performance	Pearson Correlation	-.083	.085	-.154*	.478**	.730**	.998**	1
	Sig. (2-tailed)	.214	.203	.021	.000	.000	.000	
	N	227	227	227	227	227	227	227

****. Correlation is significant at the 0.01 level (2-tailed)**

***. Correlation is significant at the 0.05 level (2-tailed)**

The results on Table 8, shows the correlation of customer CSR practices on financial performance. Economic CSR had a statistically significant positive correlation (r =0.214 and p ≤0.01) with financial performance. Social CSR practices indicated a statistically significant positive correlation (r =0.203 and p ≤0.01) with financial performance and Environmental CSR had a statistically significant positive correlation (r =0.021 and p ≤0.01) with financial performance. The results in table 8 indicates there is statistically significant positive correlation among the various CSR activities towards customers. This implies that CSR activities draw customers closer to their banks.

***H_1:** There is no positive synergy between CSR and financial performance in commercial banks based on accounting measures*

5.1.5.1.1 CSR and ROA

In order to examine the relationship between CSR and return on asset of commercial banks listed at Nairobi Securities Exchange, a multiple regression analysis was formulated to determine the relationship between CSR strategies and the financial performance of commercial banks in Kenya. The regression equation:

$$Y = \alpha + \beta 1X1 + \beta 2X2 + \beta 3X3 + \varepsilon \qquad (1)$$

Where Y =financial performance (ROA); α=constant; B_1- β_3=coefficients for the respective determinants; X_1 = social CSR; X_2 = Economic CSR; X_3 = Environmental CSR; **ε** = error term

Table 9: Model Summary. Data source: NSE

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.384[a]	.147	.079	3.15998

a. Predictors: (Constant), Economic CSR, Social CSR, Environmental CSR

The study show that the adjusted R squared for the model was .079 indicated that the regression model adopted for the research study is accurate result. The independent variables showed the 7.9% of the variation on financial performance of listed commerce banks was influenced by return on assets.92.1% of variation on financial performance of listed commerce banks is not showed by the regression model. The regression model between the variables is showed by R= 0.384 indicating there was a positive statistical relationship between CSR and financial performance.

Analysis of Variance

Analysis of Variance was applied to analyse the effect of CSR on financial performance of commercial banks listed at Nairobi Securities Exchange. The analysed data were indicated on the table below (table 10).

Table 10: Analysis of Variance (ANOVA). Data source: NSE

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	5.179	3	1.726	2.156	.028[b]
	Residual	.021	1	.021		

	Total	5.200	4

The Analysis of Variance (ANOVA), the research study developed the regression model indicated a significance result of the calculated F (2.156 greater 0.028. The study showed that the model was good to establish the conclusion on the study at 5% level of significance

Regression Coefficients

This statistical control that regression provides is significance because it separates the work of one variable from others in the regression model Regression analysis coefficients established the mean change in dependent variable (Return on asset) for one unit of change in the predictor variable while holding other predictors in the model constant.

Table 11: Regression Coefficients. Data source: NSE

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	10.112	1.163		8.697	.000
Economic CSR	.120	.406	.039	.296	.027
Social CSR	.009	.014	.091	.605	.041
Environmental CSR	.138	.061	.324	2.242	.029

a. Dependent Variable: Return on asset ratio

The regression coefficient table shows that the constant α=10.112 is significantly greater than zero. The coefficients of; Economic CSR β = (0.039, t=0.296.P<0.05) Social CSR β =0.91, t=0.605, P<0.05) and Environmental CSR β = 0324, t=2.242, P<0.05) are significantly different from zero with p-value of less than 0.05.However, the unstandardized coefficients are used to build the linear regression equation that may be used to predict new scores of Y using available scores of X_1, X_2, and X_3.This means that a unit increase in the independent variable yielded 0.120, 0.009, and 0.138 in the dependent variable. A multiple linear regression analysis model was formulated to determine the relationship between CSR strategies and the financial performance of commercial banks. Therefore, the proposed regression model will be; $Y = 10.112 + 0.120X_1 + 0.009X_2 + 0.138X_3$. From the above regression model equation is that all the CSR strategies used in this study have a statistical significance to the regression model.

5.1.5.1.2 CSR and ROE

In order to examine the relationship between CSR and return on equity of commercial banks listed at Nairobi Securities Exchange, a multiple regression analysis was applied to find out the relationship between independent variable and dependent variable. The study adopted model summary from multiple regressions analysis. The regression equation stated;

$$Y = \alpha + \beta 1X1 + \beta 2X2 + \beta 3X3 + \varepsilon$$

(2)

Where Y =financial performance (ROE); α=constant; B_1- β_3=coefficients for the respective determinants; X_1 = social CSR; X_2 = Economic CSR; X_3 = Environmental CSR; **ε** = error term

Table 12: Model Summary. Data source: NSE

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.450[a]	.203	.139	27.772

a. Predictors: (Constant), Economic CSR, Social CSR, and Environmental CSR

The study show that the adjusted R squared for the model was .139 indicated that the regression model adopted for the research study is true result. The independent variables showed the 13.9 % of the variation on return on equity of listed commerce banks was influenced by return on equity. Only 86.1% of variation on return on equity of listed commerce bank was not showed by the regression model. The regression model between the variables is showed by R= 0.45 which indicate there was a positive statistical relationship between the CSR and return on equity.

Analysis of Variance

Analysis of Variance was applied to analyse the effect of CSR on return on equity of commercial banks listed at Nairobi Securities Exchange. The analysed data were indicated on the table below.

Table 13: Analysis of Variance (ANOVA). Data source: NSE

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	9801.107	3	2450.277	3.177	.021[b]
	Residual	38563.039	1	771.261		
	Total	48364.147	4			

The Analysis of Variance (ANOVA), the research study developed the regression model indicated a significance result of the calculated F (3.177greater 0.021· The study showed that the model was good to establish the conclusion on the study at 5% level of significance.

Regression Coefficients

This statistical control that regression provides is significance because it separates the work of one variable from others in the regression model regression analysis coefficients established the mean change in dependent variable (return on equity) for one unit of change in the predictor variable while holding other predictors in the model constant.

Table 14: Regression Coefficients. Data source: NSE

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	6.225	3.218		2.223	.000
Economic CSR	3.085	3.570	.110	.864	.392
Social CSR	.263	.125	.306	2.110	.040
Environmental CSR	-1.721	.539	-.446	-3.192	.002

a. Dependent Variable: Return on equity ratio

The research study used a regression analysis so as to assess the effect of CSR on return on equity of commercial banks listed at Nairobi Securities Exchange. The following regression analysis model and equation was provided: $Y = 6.225 + 3.085 X_1 + 0.263X_2 - 1.721X_3$

From table 14, the regression model equation indicated that holding Economic CSR, Social CSR and Environmental CSR to constant limit, return on equity of commercial banks listed would be at 3.085 unit increase in Economic level, 0.263 unit increase in social level and would cause decrease to return on equity of commercial banks listed by -1.721 on environmental level. Only economic CSR variable was insignificant 0.392 P>0.05.

5.1.5.1.3 CSR and PPE

In order to examine the relationship between CSR and profit per employee of commercial banks listed at Nairobi Securities Exchange, a multiple regression analysis was applied to find out the relationship between independent variable and dependent variable. The study adopted model summary from multiple regressions analysis. The regression equation:

$$Y = \alpha + \beta 1X1 + \beta 2X2 + \beta 3X3 + \varepsilon \quad (3)$$

Where Y =financial performance (PPE); α=constant; B_1- β_3=coefficients for the respective determinants; X_1 = social CSR; X_2 = Economic CSR; X_3 = Environmental CSR; **ε** = error term

Table 15: Model Summary. Data source: NSE

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.342[a]	.138	.089	20.241

a. Predictors: (Constant), Economic CSR, Social CSR, Environmental CSR

As shown in table 15, the correlation for the relationship between CSR strategies and financial performance (PPE) is moderate, positive and significant ($r=0.342$, $p<0.05$). Regression analysis was used to test if CSR strategies significantly predicted financial performance. The adjusted R squared value showed that CSR strategies explained 8.9 percent of the variance ($AR2=0.089$, $p<0.05$). These results means that, economic CSR, social CSR and environmental CSR (independent variables), combined can explain up to 8.9% of the changes in the commercial banks profit per employee (dependent variable) Economic CSR, social CSR and environmental CSR have significance and substantially influence commercial banks financial performance at a significance level of 0.05.

Analysis of Variance

Analysis of Variance was applied to analyse the effect of CSR on profit per employee of commercial banks listed at Nairobi Securities Exchange. The analysed data were indicated on the table below.

Table 16: Analysis of Variance (ANOVA). Data source: NSE

Model		Sum of Squares	Df	Mean Square	F	Sig.
	Regression	3.717	3	1.239	4.963	.003[b]
1	Residual	19.473	1	.250		
	Total	23.190	4			

a. Dependent Variable: Profit per employee
b. Predictors: Predictors: (Constant), Economic CSR, Social CSR, Environmental CSR

The Analysis of Variance (ANOVA), the research study developed the regression model indicated a significance result of the calculated F (4.963 greater 0.003,less than significant value 0.05 meaning that all independent variables significantly affect financial performance(PPE). The study showed that the model was good to establish the conclusion on the study at 5% level of significance.

Regression Coefficients

This statistical control that regression provides is significance because it separates the work of one variable from others in the regression model regression analysis coefficients established the mean change in dependent variable (PPE) for one unit of change in the predictor variable while holding other predictors in the model constant.

Table 17: Regression Coefficients. Data source: NSE

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	2.382	1.125		2.118	.037
Economic CSR	.356	.951	.045	.375	.709
Social CSR	-.318	.095	-.401	-3.349	.001
Environmental CSR	.057	.154	.042	.368	.714

a. Dependent Variable: Profit per employee

Table 17 shows that CSR has a positive effect on profit per employee of commercial banks listed at Nairobi Securities Exchange. The following regression analysis model and equation was provided: $Y = 2.382+ 0.356X_1- 0.318X_2+0.057X_3$.

From table 17, the regression model equation indicated that holding Economic CSR, Social CSR and Environmental CSR to constant limit, profit per employee of commercial banks listed would be at 0.356 unit increase in Economic level, -0.318 unit in social level would cause decrease to profit per employee of commercial banks and 0.057 on environmental level would bring a positive change. Only social CSR variable was significant 0.001 $P<0.05$.Both economic and environmental CSRs were insignificant at 0 .709 $p > 0.05$, 0.714 $p>0.05$ respectively.

Based on the test results, we reject the null hypothesis and accept the alternate hypothesis that there is a significant relationship of CSR strategies on financial performance of commercial banks.

H_2: *Better CSR practices do not lead to higher financial performance of commercial banks*

To test hypothesis H_2, multiple regression model was conducted. The model was formulated as;

$$Y = \alpha + \beta 1X1 + \beta 2X2 + \beta 3X3 + \beta 4R1 + \beta 5R2 + \beta 6R3 \tag{4}$$

Where Y =financial performance; B_0- β_3=coefficients for the respective determinants; X_1 = social CSR; X_2 = Economic CSR; X_3 = Environmental CSR, R_1–R_3=Accounting based financial indicators; **ε =** error term

In order to achieve this, a summary model was performed through multiple regressions and the regression coefficient table generated in table 5.

Table 18: Regression results regarding the influence of CSR on accounting-based financial performance. Data source: Researcher 2017

Dependent Var → Independent Var ↓	ROA (Eq. 1)	ROE (Eq. 2)	PPE (Eq. 3)
Const.	0.075363** (3.141898)	0.416036* (2.083631)	0.158210 (1.953002)
Social CSR	-0.025709 (-0.943115)	0.022943 (0.138427)	0.507786 (1.195674)
Economic CSR;	-0.020909 (-0.959115)	0.000444* (3.712137)	1.570716* (2.492084
Environmental CSR,	0.430716* (1.491064)	1.270715* (1.391084)	0.027249* (1.312084)
F-stat.	21.50188	7.313827	5.405153
R-sq.	0.288609	0.125422	0.092546
Adj R-sq.	0.275186	0.108273	0.139882
N	**650**	**650**	**650**

The F-test assesses the null hypothesis that all regression coefficients are equal to zero relative to the alternative that at least one does not. The F-stat. is the mean square model term divided by the mean square error term. Therefore, all the estimated models out of Table 18 are statistically significant for a significance level of 5%. Accordingly, the observed R-sq. is reliable, as well as the proposed relationship between accounting based financial indicators and CSR strategies, is statistically reliable. R-sq. reveals how close the data are to the fitted regression line, being computed as the ratio between the explained variation and total variation. Also, the Adj R-sq. is a modified version of R-sq. that has been adjusted for the number of predictors in the model. Thus, based on the values of Adj R-sq., about 27.51%, 10.83%, and 13.99%, of the total variation in the dependent variable (ROA, ROE, and PPE) can be explained by the exploratory variables in the model, the rest being attributed to other factors. However, about 72.49%, 89.17%, 86.01% cannot be explained by independent variable by Eq.1, Eq. 2 and Eq. 3 respectively. Each specific account based indicator was calculated against CSR strategies in order to find its contribution effect on financial performance. Therefore, we reject the null hypothesis and accept the alternate hypothesis that better CSR practices lead to higher financial performance in commercial banks.

***H$_3$:** There is no Moderating effect of the control variables on the relationship between CSR strategies and financial performance of commercial banks in Kenya*.

A multiple regression analysis was formulated to determine the moderating effect of control variable on the relationship between CSR strategies and financial performance of commercial banks in Kenya. The regression equation is shown below.

$$FPerf = \alpha_0 + \alpha_1 CSR + \alpha_2 CSR^2 + \alpha_3 CSR^3 + \alpha_4 SIZE + \alpha_5 AGE + \alpha_6 REVENUE + \alpha_7 YEARDUMMIEs_{1-5} + \varepsilon \quad (5)$$

Where FPERF = financial performance (ROA, ROE, and PPE); CSR = economic, social and environmental CSR; CSR^2 = curvilinear function of CSR; CSR^3 = cubifunction of CSR; SIZE, AGE and REVENUE = bank size, age of operation and revenue; YEARDUMMIES = 1-5 is five year period for account based data; ε = error term.

Multiple regression analysis method was used to determine the moderating effect of control variables (Year dummies, Revenue, Age, Size) on the relationship between CSR strategies and financial performance outcome using the following procedure. First, (step 1) a multiple linear regression analysis was conducted to test the effect of CSR strategies and financial performance (table 13). Secondly, (step 2) the multiple linear regression model was conducted between CSR strategies, control variables (Year dummies, Revenue, Age, Size) and financial performance to establish the relationship of moderating effect on the relationship between CSR strategies and financial performance. The results were then compared to establish if there is any significant difference between the results of step one and step two. The multiple regression analysis is presented in table 13 and 14 showing the Regression results for CSR strategies, control variable and financial performance of commercial banks in Kenya.

Table 19: Model Summary for Multiple Regressions. Source: Researcher 2017

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	831[a]	794	774.	614	.12961	19.595	4	638	.000
2	.871[b]	.798	.795	.604	.3029	2.939	4	617	.021

a. Predictors: (Constant), Environmental CSR, Economic CSR, Social CSR
b. Predictors: (Constant), Environmental CSR, Economic CSR, Social CSR, Year dummies, Revenue, Age, Size

From the regression results in table 19, two models have been generated using enter method. The multiple regression model number 2 is the most significant model since it has the inclusion of all CSR strategies and moderating variables. The results are significant at the set confidence interval of 95%. It can be noted, that as one moves from the multiple regression model number one to two, the standard error of estimate decreases from 0.614 to 0.604. The adjusted R2 also keeps improving from 0.774 to 0.795.Although all models are significant, regression model number two is the predictor of the moderating effect of organizational size on the relationship between CSR strategies and financial performance.

The multiple regression model number two shows a strong, positive, and significant relationship between CSR strategies control variables(Year dummies, Revenue, Age, Size), and financial performance outcome, implying that the CSR strategies and control variables explain 79.5% of the changes in commercial banks financial performance outcome. Although the CSR strategies alone are able to explain 77.4% of the variance in the commercial banks financial performance, when combined with control variable they explain 79.5% of the variations in the bank's financial performance. The magnitude of moderating effect on the relationship between CSR strategies and financial performance outcome is 2.1 % (79.5-77.4).

Table 20: Regression coefficient Source: Researcher 2017

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	54.021	49.359		1.094	.279
	Economic CSR	24.139	16.898	.222	1.429	.160
	Social CSR	20.064	22.110	.141	.907	.009
	Environmental CSR	-5.461	21.665	-.035	-.252	.012
2	(Constant)	68.278	63.326		1.078	.287
	Economic CSR	27.135	17.981	250	1.509	.139
	Social CSR	17.260	24.269	.121	.711	.001
	Environmental CSR	-4.858	22.260	-.031	-.218	.028

Age	-8.827	8.194	-.161	-1.077	.117
Size	-.839	7.675	-.017	-.109	.013
Revenue	-1.517	7.518	-.030	-.202	.041
Yeardummies	5.299	7.180	.107	.738	.005

a. Dependent Variable: Financial Performance

Table 20 shows that CSR variables have both beta t statistic negative values but significant.(EconomicCSR=-5.461,t=-0.252p<0.05,SocialCSR,B=-17.260,t= 0.711,p<0.05, Environmental CSR,(B-4.858,t=-0.218,p<0.05,) while control variables(Age, Size, Revenue and Year dummies) are significant and negative.(Age=-8.827,t=-1.077,p<0.05,Size,B=-0.839,t=-0.109,p<0.05, Revenue B=-1.517,t=-0.202,p<0.05, Year dummies =5.299,t=0.738,p<0.05) .Therefore the regression equation for the model,$Y=68.278-5.461X_1-17.260X_2-4.858X_3-8.827X_4-0.839X_1Z-1.517X_2Z+5.299X_3Z$. Based on the results in table 20, all the control variables contribute to financial performance outcome. These results therefore, do not support the hypothesis that there is no Moderating effect of control variables on the relationship between CSR strategies and financial performance of commercial banks in Kenya. Therefore, we reject the null hypothesis and accept the alternate hypothesis.

H_4: *Financial performance is not dependent on solid social responsible performance. Investments in CSR positively affect profitability growth.*

Based on the results in tables 5, 6, 7 and 8 above, there is a weak, positive correlation between social responsible performance and financial performance. The correlation analysis was used to answer the research objective four, which sought to establish whether Investments in CSR positively affect profitability growth within commercial banks and also find out what are the relationships between CSR, satisfaction and loyalty in commercial banks. The Pearson correlation coefficient was used to measure the level of linear dependence between two variables at given significance level of 0.01. As with regards to bank customers, it was found out that there was a weak but positive correlation between Social CSR and financial performance ($r = 0.236$ and $p \leq 0.01$). Most customers do not know if their banks have CSR initiatives and thus, they generally do not perceive given CSR elements. It has been observed that social CSR strategy has a slight effect on customers' satisfaction despite showing some statistically significant dependence on financial performance. As to the bank employees, same assumptions were applied in building the correlation analysis. A significant positive relationship was observed between overall employee satisfaction and employees' awareness of CSR concerning support of philanthropic projects by their banks. As per results, employees tend to be more satisfied when they are aware of bank's philanthropic activities. Further positive moderate relationship was found out between employee commitment as a part of loyalty and social policy as a social element of CSR in the bank. That may indicate employees' intentions to keep working in their current position when their banks are responsible towards the environment. In addition, positive relationships exist among CSR elements. A significant relationship was observed between awareness of involvement in community development as a social element of CSR and support of philanthropic projects.

The analysis also indicate that there is a need for banks to have substantial budget for CSR. This is the key to help in prioritizing on important areas that can lead to achievement of the banks' specific objectives of practicing CSR. In addition, banks have specific departments that are responsible for CSR implementation and the amounts to be spent by them depend on the objectives, target groups and the extent of the coverage area. These departments mostly liaise with Marketing Departments. The main reason for any bank's participation in CSR is to establish good relationship with stakeholders (employees, customers and local communities or society in general) through improvement of their lives in various ways. Such ways include: community development, employees development, heath promotion and environmental management. Other reasons are purely business related as they enable long-term achievement of laid objectives for banks, mostly related to financial performance. Such reasons include, inter alia, establishing partnerships and image creation (which, in turn, strengthens customer loyalty and attracts potential customers).

Other reasons are: contribution to sustainable growth, offer higher products and service quality, relationship creation, talent management, education development and advocate for equality. Practiced CSR practices are completely philanthropic in nature, and thus focused on creating relationships and financial returns. According to the interviewees, the involved stakeholders have always been supportive and very receptive towards the practices though there is always room for more improvements. The practices are always communicated through banks' websites and their annually published reports. The banks are often not willing to provide details on how their CSR practices are implemented specifically for the fear of disclosing their strategies to competitors.

6. CONTRIBUTION TO SCIENCE AND PRACTICE

Scientific Relevance

First, by providing the model, this study creates a tool which will be beneficial for commercial banks. Ultimately, this is important for scientific and research world in terms of measuring or developing a CSR framework for increasing financial performance. This is the major contribution to the study field.

Second, by identifying the relationship between CSR and financial performance, this dissertation is consistent with many CSR relationship studies that have identified a positive relationship between CSR and financial performance. Therefore, the study directly contributes to the theory of the relationship between CSR and financial performance and thus further enriches the already available literature on CSR in the banking industry.

Practical Relevance

From the practical standpoint, the study provides insights for banks' decision-makers and practitioners which CSR activities can be implemented to increase financial performance. Moreover, the study provides insights on how they (decision makers and practitioners) can use CSR activities to achieve better financial performance and position in relation to their shareholders so that to reach their long-term objectives given that firm investments in CSR provide tangible financial benefits.

The study further demonstrates to banks that practicing CSR related activities alone is not sufficient to achieve financial returns. Providing a new framework (model), this study also reiterates that successful implementation of CSR by commercial banks should take note of mandatory requirements needed for successful implementation of CSR activities as depicted in the model.

7. CONCLUSION

Two sets of data were collected. Primary data was collected using questionnaires of bank customers and bank employees. Face-to-face interviews were conducted on bank managers. Secondary data was collected from the ten banks' financial statements and annual reports for the, period between 2013 and 2017. CSR is categorized into three pillars namely economic, environmental and social pillars. Financial performance is measured using three accounting-based measures namely; ROA, ROE and PPE.

Data from the questionnaires was analyzed using SPSS 22.0 software while the face-to-face interviews' data was analyzed using NVivo software. The findings indicate there is a positive relationship between CSR and financial performance in commercial banks. Further, the findings indicate that better CSR practices lead to higher financial performance in commercial banks. Moderating factors namely; age, revenue, size and year have effects on the relationship between CSR strategies and financial performance of commercial banks. In addition, financial performance is dependent on solid socially responsible performance, and investments in CSR positively affect profitability growth. The results further indicate that commercial banks communicate their CSR practices via bank websites and annual reports. To ensure smooth implementation of their CSR activities, banks have substantially allocated millions for CSR-related activities, each bank having a department responsible for CSR implementation. CSR initiatives represented in the sample are mostly philanthropic practices. Professionalism, shareholders' focus and voluntary engagement are the characteristics of CSR in the banking industry of Kenya. Finally, banks practice CSR for the purposes of: image creation; financial returns; increase customer loyalty/base; contribution to sustainable growth; higher product and service quality; relationship creation; employees welfare; talent management; health management; community development; partnerships' development; education development; advocacy for equality; life improvement and environmental management. According to the results and conclusions, relationship creation is the main purpose of practicing CSR

Basing on the results findings, the following model is proposed.

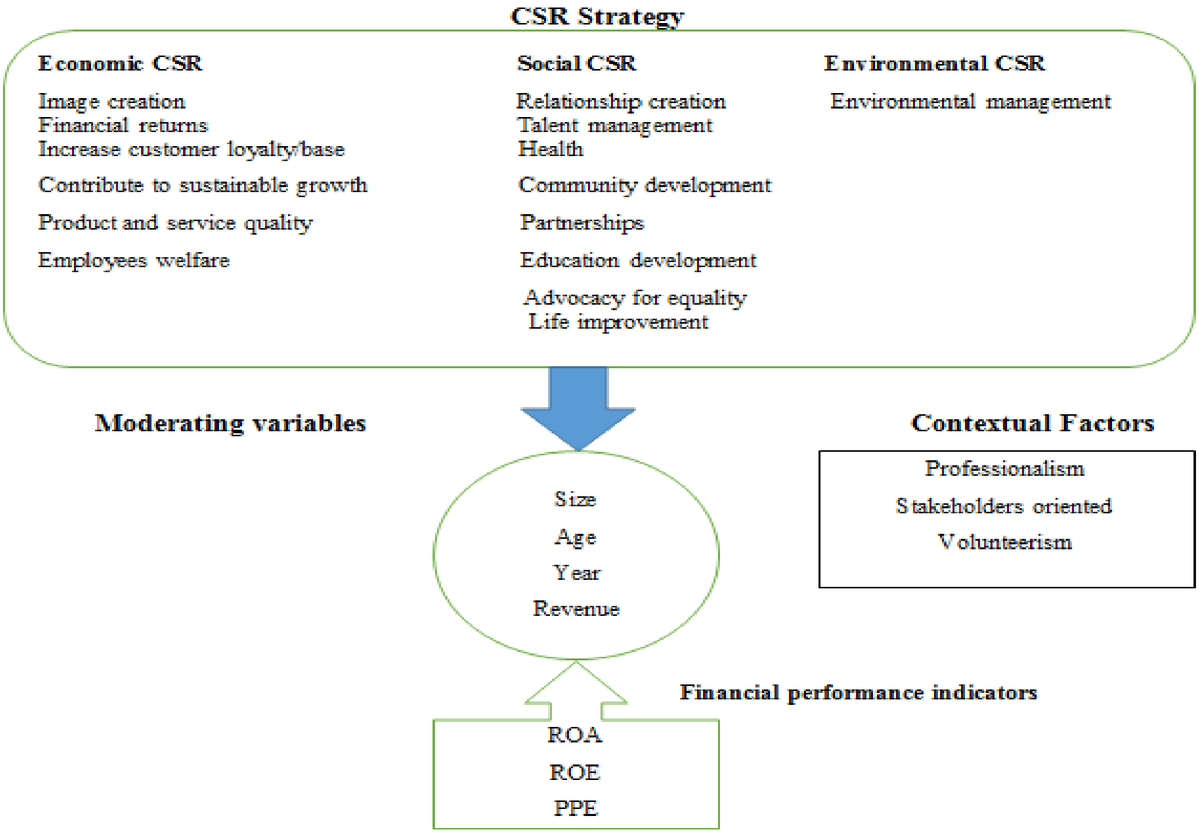

Figure 2 CSR Model for increasing financial performance in banks. Source: Own

Future research should focus on the market based measures of financial performance and also include other accounting based measures of financial performance.

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2. Belás, J., Korauš, M., Kombo, F., & Korauš, A. (2016). Electronic Banking Security and Customer Satisfaction in Commercial Banks. *Journal of Security & Sustainability Issues*, *5*(3), pp. 411-422.

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Conference Papers

1. Kombo, F., & Belás, J. (2015). Customer satisfaction: The case of Czech and Kenyan banking sectors. *Proceedings of the 2nd International Conference on Finance and Economics*, June 4-6, Ho Chi Minh City, Vietnam.

2. Kombo, F., & Paulík, J.(2015).Customers' satisfaction as an influence of Corporate Social Responsibility in commercial banks: Case from Kenya and Czech Republic. *Proceedings of the 7th International Scientific Conference on Finance and the performance of firms in science, education, and practice*, Apríl 23-24, Zlín, Czech republic

AUTHOR’S PROFESSIONAL CURRICULUM VITAE

PROFILE

Enthusiastic, strong willed person with an outgoing personality and proficient with details coupled with years of work experience. Competitive in nature. Excellent verbal, listening, writing and communication skills coupled with an incomparable ability to bear a smile even under the most critical state of affairs. Professionally, I like to involve myself in situations that give me the opportunity to solve problems and impact positively the lives of people and to contribute to the goals of the company that I am working for.

WORK EXPERIENCE

October 2018 – To date: Operations Servicing at AT&T.
Tasks: Adjusting employees' schedules in respective tools based on requests placed by operations managers (L1-L3 level), adjusting employees' schedules based on voicemail left in the team’s contact voicemail, answering employees' calls to resource desk and adjusting their schedules and/or providing information accordingly, producing simple reports, interpreting the data to business partners and leadership (L1-L3 level), real-time adherence and call-queue monitoring, activation of tools for new employees and deactivations of tools for leavers.

February 2017 – October 2018: Staff Associate at AT&T.
Tasks: Answer in-coming support related phone calls as the first line of contact for the company, provide support for all U-VERSE products - TV, phone, internet, maintain positive customer satisfaction and relationship, handle inquiries related to service, coverage, features, devices, accessories, repair & troubleshooting, billing, service activations and changes.

August 2015– February 2017: Project Manager at OKIN BPS, Ostrava, Czech Republic.

Tasks: Manage and take ownership of customer projects throughout the full project life cycle, ensure every project is delivered to schedule and at the agreed quality, fully responsible for complex coordinating of the whole project, communicate in professional manner with the client to ensure the client´s expectations are managed and met within the agreed deadlines and provide regular updates to clients.

February 2014- September 2014: **Marketing Coordinator at Werk in Afrika Recruitment Company, The Netherlands.**

Tasks; Online marketing and communications, identifying potential international partners in Africa and assisting in business development initiatives

September 2013-November 2013: Master Thesis Internship at Hoogendoorn Growth Management B.V., The Netherlands.

EDUCATION

October 2014 – To date: Doctoral programme in Economics and Management at Tomas Bata University in Zlin, Czech Republic.

August 2012-January 2014: Master of Science in Marketing Management at Nyenrode Business Universiteit, The Netherlands.

September 2008-May 2011: Bachelor of Arts in Journalism and Media Studies at the University of Nairobi, Kenya.

PROFESSIONAL INTERESTS

Academia, Business Strategy, Economics & Management, Marketing Management, Communication & Public Relations, Merchandising, In Store Planning/Retail Design, International Sales & Advertising.

EXPERIENCE

Marketing Management, Corporate Social Responsibility, Advertising (Online & Offline), Academia, Journalism &Mass Media, Business Communication, International Business Development, Business Analysis & Reporting, Client Services/ Client Relationship Management.

PERSONAL INTERESTS

Playing soccer, table tennis, volunteer work, reading journals & magazines and watching news (national and international) and documentaries.

LANGUAGES

Proficient in Swahili, English, Kisii and Dutch.

REFEREES

Available upon request.

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Corporate Social Responsibility (CSR) in the Banking Industry: A Model for Increasing Financial Performance

Corporate Social Responsibility (CSR) v bankovním průmyslu: model zvyšování finanční výkonnosti

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