An empirical study on the attitudes of bank managers towards corporate social responsibility in Angola

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Abstract

In recent years, the issue of Corporate Social Responsibility (CSR) has become an important research topic, with studies appearing quite frequently. However, research has largely focused on developed countries. This research seeks to explore attitudes towards CSR in developing countries in the context of banks in Angola. The study is also concerned with establishing the main forces driving CSR in Angolan banks and the type of CSR practices banks are pursuing.

A structured questionnaire was completed by middle level bank manager’s to test their attitudes towards the four dimensions of CSR proposed by Carroll (1979). The study found that bank managers ranked the economic dimensions as the most important responsibility followed by legal, philanthropic and ethical.

Furthermore, Interviews were held with two senior bank managers to investigate the reasons why the order of priority differs from Carroll (1979) and Visser (2008) who adapted the priority of dimensions in developing countries. The study found that the political action is not only having an immense effect on the attitudes towards CSR but that it is also the main reason banks are motivated to practice CSR. The study also revealed that banks were mostly involved in philanthropic and charitable activities.

By the end of this study, it is intended to highlight the fact that banks and government have different perceptions of CSR. As a result, it is recommended that banks align their CSR values and behaviour with the expectations of the government.
Chapter 1: Introduction

1.1 Background of the problem

Corporate social responsibility (CSR) has become an important focus for corporations worldwide. CSR refers to “the continuing commitment by businesses to behave ethically and contribute to economic development while improving the quality of life of the workforce and their families as well as of the local community and society at large” (The World Business Council for Sustainable Development, 2000). While by definition the concept of CSR is nothing new, today, more and more corporations are realising that in order to stay ‘competitive and relevant’, it is extremely important that they behave in a socially responsible way (Calabrese et al., 2013). Moreover, according to Jayakumar, (2013, p.1) CSR “provides legitimacy to corporate actions and activities” which makes the subject of immense interest to government, business and society. As a result, corporate social responsibly has become an important research topic with studies of CSR appearing quite frequently.

However, much of the research has focused largely on the developed world. Although this focus, helped us to characterize the concept of corporate social responsibility, Blowfield and Frynas (2005, p.499) call for as a “necessity” research focusing on the developing world. According to recent research by Azmat and Ha, (2013) this call is still rendered necessary. The rationale for focusing on CSR in developing countries is twofold. Firstly, developing countries are where the social issues are most felt in the world (Visser, 2008). Secondly, developing countries face distinctive challenges in this area as compared to those faced in the developed world with regard to “low living standards, exploitation, poverty, unemployment and how to promote human development in general” (Hopkins, 2007, p.7). As suggested by Visser (2008) the changing context opens new avenues for research. Therefore, it is important
that research is carried out on CSR in the developing world. As such, this research explores attitudes towards CSR within the context of a developing country, Angola specifically. In recent years, studies on the attitude towards CSR have received a lot of attention in the academic literature regarding CSR. According to Rosnal et al., (2013, p.1) there is “mounting concern on how the future generations view the importance of embracing CSR in every business decisions”.

This study explores attitudes of Angolan bank managers towards CSR. Within current literature, there is an emerging body of thought which suggests that since the recent economic crisis, the concept of CSR has gained significant momentum in banks, especially in developing countries (Yeung, 2011). This is because research has shown that CSR practices by banks in developing countries “not only improve their own standards but also catalyse the socially responsible behaviour of other businesses” (Ullah, 2012). This is supported by Hopkins (2012, p.84) who affirms that “the promotion and adoption of CSR both in industrialised and developing countries will eventually raise everyone’s standard of living from which all will eventually benefit”. Thus, the importance of CSR in banking industries cannot be overemphasised. A primary consideration in conducting this study in Angola was that there has been a ‘serious’ push for CSR strategies and activities in the national banking sector (Lusa, 2013). An additional reason for choosing the banking sector in Angola is that the government is working to reduce the country’s reliance on oil by directing their attention towards the financial sector that can “bolster the many sectors that can also offer the country opportunities for expansion” (World Finance, 2014). Furthermore, there is growing acceptance of the view among regulators that in order to have the greatest chance of success, banks have to act in a socially responsible manner. Regulators have the expectation that CSR will inject new air into the banking sector and the positive development of the sector.
All these factors make the banking industry in Angola the ideal context in which to study CSR. Even though some research has been conducted on the banking sector, a large amount of CSR literature has concerned the oil industry (Wigg and Ramalho, 2005).

There is gap in the literature which does not address bank’s perspective of CSR. Therefore, the aim of this study is to explore the attitudes of Angolan bank managers towards CSR, using Carroll’s CSR pyramid which views CSR as “the simultaneous fulfilment of the firm’s economic, legal, ethical and philanthropic responsibilities” (Carroll, 1979). While many studies have tested Carroll’s conceptualisation of CSR, this concept has not yet been tested in Angola (Ibrahim and Angelidis, 1995; Pinkston and Carroll, 1996; Edmondson and Carroll, 1999; Smith et al., 2001; Ibrahim et al., 2003; Maignan and Ferrell, 2003; Marz et al., 2003; Kusku and Frazer, 2004; Peterson, 2004; Smith et al., 2004; Angelidis and Ibrahim et al., 2004; Ibrahim and Parsa, 2005). This study intends to fill this gap.
1.2 Research suitability

Saunders et al., (2007, p.22-23) advises that when choosing your research topic, if the researcher wishes to “become an expert in a particular subject area or industry sector, it is sensible to use the opportunity to develop this expertise”.

The researcher has a particular interest in the chosen topic because there is little or no research on this field of study in Angola. With CSR gaining prominence in the finance industry in Angola (as the economy evolves from being largely dependent on oil), it has awoken the researcher’s interest to develop her knowledge in this line of research. The researcher views this as good opportunity to hone skills acquired during the MBA and test them in a country with a different financial environment. As a natural progression, the researcher hopes to work in the financial sector in Angola and continue to contribute to this line of research; this current research is very beneficial in achieving the aforementioned. Having access to the research population coupled with knowledge and capabilities acquired in the MBA program, the researcher is most capable of undertaking this research project.
1.3 Recipients of the Research

The dissertation titled ‘An empirical study on the attitudes of bank managers towards corporate social responsibility in Angola’ is submitted in partial fulfilment of the requirement for the MBA course in Dublin Business School, Ireland. Therefore, the primary recipients of this research project will be Dublin Business School in conjunction with Liverpool John Moore’s University along with the appointed supervisor Shakeel Siddiqui.

Due to the nature of research being carried out, samples of private and public banks in Angola are likely to be interested in the outcomes of this research. There is a further possibility that other developing countries who are currently working towards establishing CSR initiatives may also find this piece of research beneficial.

1.4 Scope of Research

This study explores the attitudes of Angolan bank managers towards CSR, using Carroll's CSR pyramid framework. The research will also identify the main drivers of CSR in banks and the type of CSR initiatives they are pursuing.
1.5 Approach to the dissertation

In order to answer the research questions and test the hypotheses discussed in chapter 3.1 and 3.2 the research reanalysed secondary data that has been collected for some other purpose (Saunders et al., 2009). An extensive literature review was carried out using academic journals, books and government publications. Through the review of the literature the researcher was able to develop key ideas and themes that relate to the research questions (Saunders et al., 2009). The main advantage of using secondary data is that it can provide quick data but because it only partially answered our research questions, primary data was also utilised. Quantitative primary data was collected using questionnaires and semi-structured interviews. The data obtained from the questionnaires was analysed statistically using SPSS and thereafter interpreted.

Both primary and secondary data helped the researcher to draw appropriate conclusions that speak directly to the research questions (Zikmund and Babin, 2013). In line with this analysis, appropriate recommendations were given.
1.6 Organisation of the dissertation

In order to make it easier for the reader this research has been divided into 8 chapters. The chapters are briefly described below:

**Chapter 1: Introduction**

This chapter provides the rationale for the study and background of the problem. The chapter includes the researcher’s interest in the topic, approach to dissertations, limitations of the research, research recipients, and major contributions of the study.

**Chapter 2: Literature Review**

Chapter two will examine literature in the field of CSR. As the subject matter is very widespread a great focus was done to keep the subject representing the matter at hand. The chapter is divided into four sections. It begins with giving an overview of the banking sector in Angola. The following section defines the concept of CSR. The role of CSR in banks is examined in the next section. Finally, the emergence of CSR in developing countries is discussed.

**Chapter 3: Research methodology**

This chapter includes the description and rationale for the research methodology.

**Chapter 4: Data Analysis and Findings:**

This chapter consists of the findings of the research. The data collected are presented and explained in line with the research questions.
Chapter: 5 Conclusions and Recommendations:

This chapter provides conclusions and recommendations based on findings.

Chapter 6: Self Reflection on Own Learning and Performance

This chapter will reflect on the learning process undertaken during the MBA course.

Chapter 7: Bibliography

This chapter provides a list of sources which were consulted during the research work.

Chapter 8: Appendices

This final chapter includes information that supports the research analysis.
1.7 The major contributions of the study

In this research, important contributions are made in different sections of the project. The literature review gives some valuable insight into the characteristics of CSR in developing countries. Therefore, this study bridges the gap between CSR and the developing world from the view of Angolan bank managers. It enhances the African perspective of CSR, thereby further increasing our understanding of how CSR is viewed in the developing world.

The results of this research will not only inform the readers about the main drivers of CSR in Angolan banks and the type of CSR activities banks are pursuing, it further establishes attitudes towards CSR. This will produce a much clearer picture of where the banks are going on this subject. The researcher hopes that this result will benefit banks, regulators and other public officials in Angola, through providing academic insight into manager’s inclination to respond in a particular way to CSR (Zu, 2009).

In line with this, the findings and conclusions of the study will provide a reference point to the area of CSR in Angolan banks.
Chapter 2: Literature Review

2.1 Introduction to literature review

The last chapter introduced the subject and outlined the main aims of the research. In this section of the research, literature in the field of CSR will be examined. According to Miller and Yang, (2008, p.62) literature reviews are important because they “give the reader, the historical background on a given subject”. In the context of CSR, a review of literature will provide clarity on the subject, making it easier for the reader to follow the logic behind the research questions. The review of literature will also provide a strong base for answering the research questions. The first section of this chapter provides an overview of the banking sector in Angola to allow the chapter to be interpreted in the context of the research.

2.2 Banking Industry in Angola

The Republic of Angola is the third-largest economy in Africa and has the third largest financial market in Africa South of the Sahara (Deloitte, 2013). Since political stability arose in 2002, Angola is becoming one of the fastest-growing places on earth (White, 2012). World Bank data shows that 10 years ago, Angola’s GDP was just $10 billion but has since increased to $121.7 billion to become one of the most prosperous economies in the Sub-Saharan region (World Finance, 2014). While this success has been mainly due to the oil sector, the growth of the banking sector is increasingly supplementing the country’s economic strength (The Africa Report, 2014). The Angolan banking sector is expected to grow at a faster rate than any other country in sub-Saharan Africa (World Finance, 2012). According to research conducted by Kinsella Marketing and Promotions Group (KMPG) on the economic growth in Angola “the evolution of the number of Banks operating
in Angola over the last few years is intrinsically tied to the positive economic evolution of the Country”. This evolution fostered the creation of better conditions and opportunities in the Banking Sector, leading to an increase in the number of Institutions operating” (KMPG, 2012, p.8). While in year 2005, there were only thirteen banks, today there are twenty three (refer to appendix 1). According to recent estimates, they are projected to grow 15% per annum by 2020 and in the next decade, become the most profitable on the continent as a result of new Foreign Exchange Laws for the oil sector (Deloitte, 2013). Under the new rules which came into effect In June 2013, oil companies pay salaries and suppliers through accounts with local banks. According to the Economist Intelligence Unit (EIU) this will “funnel $10 billion a year through Angola’s economy and further support the value of the kwanza” (Angola currency) (McClelland, 2012). Analysts predict that this recent reform will foster further transparency and competition in Angola’s financial system. (McClelland, 2012).

In recent years Angola’s financial system has undergone many reforms to liberalize and privatize the previously heavily state-controlled financial system. The government, World Bank, IMF and most recent oil companies have played a major role in the number of changes in the financial sector. These include “requirements for foreign reserves, bank regulations concerning weekly foreign currency auctions, capital ratios, and amounts of dollar holdings” (McClelland, 2012). One of the biggest changes to the banking sector includes the introduction of CSR. In the last three to five years, the number of banks in Angola practicing some form of CSR has increased dramatically. This is in accordance with Amaladoss and Manohar’s (2011) observation that more and more domestic banks in developing countries are realizing that they have social responsibilities to fulfil “as they emerge from the shadow of traditional banking”.

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According to a report made one of the largest banks in the country Angolan’s Bank of Investments (BAI) the acceptance of social responsibility in the banking sector is deriving naturally from the growth of the institutions and legislative reforms. (BAI, 2013). The report concluded that rather than following in the footsteps of a country in change, the banking sector is becoming a true agent of this change. This is echoed in recent research by the United Nations Development Program (2013) in Angola which found that the banking sector is in conservative positioning in terms of their maturity of CSR practices, (as illustrated in figure 1) they “have a considerable degree of maturity in the practices, they develop and define areas of intervention that are aligned with stakeholders expectations and with material issues” (United Nations Development Program, 2013, p.11).

Figure 1: Angolan banking sectors’ positioning in the approach to CSR

(Source: United Nations Development Program, 2013)
The largest study of CSR in the Angolan banking sector was carried out by the World Bank Group in 2002. The report concluded that the implementation of CSR in Angola is a challenge for the reasons set forth below:

- Angola had just emerged from a devastating twenty-seven year civil war
- Angola has been plagued by reports of corruption, opaque politics and a lack of fiscal accountability.
- An uneasy relationship exists between public and private sectors
- Angola’s civil society is extremely weak and lacks the capacity to serve an advocacy or implementation role for CSR.
- Crippling poverty amongst the vast majority of the country’s population
- Angola’s oil dominated economy has tended to crowd out resources and attention to other sectors (World Bank Group, 2002).

More than 12 years has passed since the review of CSR in Angola by World Bank and there is a current need for a new comprehensive review. From the discussion in the previous paragraph, it is clear that gaps exist in relation to the perceptions of CSR; this research will address this gap by determining the attitudes of bank managers on the CSR concept proposed by Carroll (1979). It has become relevant to review this issue today ahead of a new, political, economic and social reality. According to a recent article by Angola’s leading newspaper O Pais, (2014) the “Angolan reality has evolved greatly in recent years” with the development of new projects that not only support the community such as improvements in labour salaries and conditions but also what they refer to as ‘hard actions’ directed towards educating employees about the values of CSR. For example, in 2013, Angola had its first conference on Corporate Social Responsibility, an initiative of Angola’s central bank (Banco Nacional de Angola). Similarly, the study of CSR in Angola by the United Nations Development
Program (2013, p.5) revealed that “when compared with other countries of Sub-Saharan Africa and other countries with low Human Development Index (HDI), Angola is showing a progressive evolution”.

### 2.3 Introduction to the concept

As the notion of CSR becomes more widespread, it is important to first define what is meant by CSR (Hsu 2012). Another reason for outlining what CSR means is to give the reader a clear picture of the concept being discussed. This is important because findings from existing studies reveal common misunderstandings about CSR in developing countries. For example, research by Gesellschaftura Technische Zusammenarbeit (GTZ) (2009) in China found that whilst most Chinese firms realised the importance of CSR, very few of them understood what CSR means. As suggested by Matten and Moon (2008, p.405) defining CSR is not easy for three reasons. Firstly, CSR is an “essentially contested concept”. Secondly, they argue that CSR “covers, overlap, and exists simultaneously with other business-society relation concepts”. Thirdly, because it’s meaning is “fluid and always evolving”. These issues are further aggravated by the fact there is no globally accepted definition of CSR. In recent years, different numbers of definitions of CSR have appeared. Some studies have found over 27 definitions of CSR (Carroll and Buchholtz, 2012). For selected academic definition of CSR and criticisms associated with these definitions please refer to appendix 2.

Appendix 2 underscores Campbell’s (2007, p.950) point that “socially responsible corporate behaviour may mean different things in different places to different people and at different times”. This argument has been supported in the work of Votaw (1972) who argued that “CSR means something, but not always the same thing, to everybody” (Votaw, 1972, cited in
Dunne 2007). Whereas some organisations view CSR as a strategic activity, others view it as a moral stand (Lantos, 2001). According to Fox, (2004) conflicting academic conceptualisations of CSR such as these have led to a ‘withdrawal’ from the CSR agenda. It also helps to explain why companies pursue different types of CSR activities, with some oriented to the customers, whilst others oriented to environmental issues. However, many writers see merit in there being no strong consensus on CSR. Daly (1992, cited in Dunne 2007, p.373) argued that “the very lack of clarity regarding what CSR means has perhaps become its single greatest strength: without any formal determination or widely accepted definition, CSR has come to mean so very much”.

While there are many definitions of CSR, according to these definitions CSR refers to “idealistic views on organisations performing activities that protect and improve society’s wellbeing beyond the extent required serving the direct economic and technical interests of these organisations, thus the society at large” (Russell, 2010, cited in Kraus and Brititzelmaier, 2012, p. 3). The fundamental idea is that business corporations have an obligation to work toward the betterment of society (Singh et al., 2013). This view has become very popular and has led to the introduction of various models that seek to capture the responsibilities businesses are expected to assume. For example, Lantos (2001) identified 3 different types of responsibilities; ethical, altruistic and strategic. Wood’s (1991) model identified principles, processes and policies as three elements of CSR. Crane et al., (2008) contemporary model groups CSR activities into four components: market place, workplace, environment and community while Meehan et al., (2006) looks at CSR using three variables: consistency, commitment and connections. This research however, will examine Carroll’s four-part definition of CSR as it represents “a significant advance” in research (Mazutis, 2014).
2.3.1 Carroll’s four-part model of corporate social responsibility

Carroll’s (1979) one of the pioneers of CSR, defines it as:

“The total corporate social responsibility of business entails the simultaneous fulfilment of the firm’s economic, legal, ethical and philanthropic responsibilities. Stated in more pragmatic and managerial terms, the CSR firm should strive to make a profit, obey the law, be ethical, and be a good corporate citizen “(Carroll, 1979, p. 43).

2.3.1.1 Economic Responsibilities- Carroll (1979) himself suggests that”the first and foremost social responsibility of business is economic in nature”. He stresses that it is important for the organisation to provide a return on shareholder’s investment, maintain/improve competitive position, create new products and as a general rule, be as profitable as possible (Zu, 2009). However, Carroll (1979) argued that the responsibilities of business entailed the fulfilments of all responsibilities. (Figure 2 illustrates the pyramid of CSR)

2.3.1.2 Legal responsibilities- The second component legal responsibility involves businesses complying with the “societal legal system”. This includes compliance with legal requirements including workers safety and tax laws. Much of the CSR literature on legal responsibilities admits that it hard to know whether firms are “playing by the rules of the game” (Ramasamy and Yeung, 2009). A critical viewpoint is raised by Solomon (1994 cited in Jamali, 2007, p.4) who stated that “laws attempt to circumscribe the limits of tolerable behaviour, but they neither define ethics nor do they legalise morality”. Accordingly, Solomon (1994) further explains that ethical responsibilities are designed to overcome some
of the limitations of the law. Today a major source of disagreement in the literature is whether CSR is a voluntary business action. According to Banerjee (2007) interpretations of CSR differ vastly in this point. There is mixed support for both of these theoretical claims. Many scholars argue that because CSR is often embedded in legal mechanisms it should not be considered a voluntary responsibility (Lantos, 2001). However, authors such as Jamali (2007) strongly argue that social responsibility that involve businesses complying with the “societal legal system” ought to be considered CSR because it promotes ethical and responsible business behaviour.

2.3.1.3 Ethical Responsibilities- The third component ethical responsibilities according to Carroll (1979) “encompasses activities that are not necessarily codified into law, but are nevertheless expected of business by societal members such as respecting people, avoiding social harm and preventing social injury” (Lantos, 2001, p.599). Much of the criticisms of Carroll’s (1979) model surround the very notion of ethical responsibilities, as many critics argue that ethical responsibilities are “ill-defined and open to debate” (Vallabhaneni, 2009, Rungler, 2010).

2.3.1.4 Philanthropic Responsibilities- The final responsibility Carroll refers to as ‘discretionary responsibilities’ because they are aimed at giving back to society. Examples of these voluntary activities include supporting charities. According to Carroll (1979) these are considered to be the “least important among the rest of social responsibilities”. While they are considered the least important according to many authors they carry the greatest implication. This is because the philanthropic type of corporate social responsibility “is not incorporated directly into the organization's core business” (Fufukawa, 2010, p.48). It therefore, comes in direct conflict with the economic and profit-making orientation of business firms” (Jamali, 2007, p.4).
Figure 2: Carroll’s classic pyramid of CSR

(Source: Carroll, 1979)
2.3. 2 Contextual focus on corporate social responsibility

According to Amaladoss and Manoha, (2013, p.67) “although the scope and underlying purpose of CSR still remains contentious, there is a growing consensus that CSR is highly contextual”. Previous research tends to affirm that CSR varies from country to country. For example, while Carroll’s (1979) conceptualisation was seen as useful in its contributions to the field of CSR, according to Lituchy et al., (2013) the application of CSR defined in this way particularly in Africa has been challenged with claims that it is strongly embedded in the American Culture. A report commissioned for the European Commission questioned whether Northern-driven CSR standards undermine the development of developing countries. The report concluded that “the focus of issues and standards often reflects the concerns and priorities of consumers in the North as well as prevailing technologies and best practise in the countries where they were developed (Marinović, et al., 2007, p.5). In recent years, Idemudia (2011, p.2) also drew similar conclusions from his review of literature on CSR in developing countries. He argued that “mainstream CSR suffers from selective amnesia as issues such as tax avoidance, unsustainable investment and poverty reduction do not appear on the agenda; nor does it attempt to address the structural and policy determinants of underdevelopment”. For example, as Bernstein (2010) suggests many issues suffered in developing countries are “caused by government, not business”. As Idemudia (2011, p.1) states, until CSR literature fully embraces these issues the “emerging Southern perspective to CSR is yet to achieve its full potential”. In response to this, many scholars have attempted to close existing gaps in the CSR literature of developing countries (Visser, 2008; Blowfiend and Frynas, 2005). In the context of our study we will use Carroll’s pyramid revised by Visser (2008) to consider the differences of CSR in developing countries.
In Visser’s (2008) study of CSR, he noted that developing countries tend to have different characteristics from developed countries (refer to appendix 3). Due to these characteristics, Visser (2008, p.489) concluded that “the order of the CSR layers in developing countries differs from Carroll’s classic pyramid” (as demonstrated in figure 3). He found that whether one is a developed or developing country, economic responsibilities still tend to rank as the highest priority. However, the second highest priority was given to philanthropy followed by legal and ethical responsibilities. Visser (2008) adapted Carroll’s (1979) pyramid in developing countries for the following reasons:

**Figure 3: Visser’s CSR Pyramid for developing countries**

(Source: Visser, 2008)
2.3.2.1 Economic Responsibilities- As discussed in chapter 1, many developing countries suffer from low living standards, poverty and unemployment and as such it is expected that economic contribution of companies is highly prized by all stakeholder groups (Hopkins, 2007). Studies have shown that in developing countries “business corporate leaders are more oriented towards economic goals” (Ofari, 2004, p.3).

2.3.2.2 Philanthropic responsibilities- In line with Visser’s (2008) research, many studies have revealed that there is a stronger emphasis on philanthropy in developing countries than on ethical and legal issues (Chapple and Moon, 2005; Chambers et al., 2003; Blowfiend and Fynas, 2005; Mohan, 2001). According to Ramasamy and Yeung’s (2009, p.120) study, in developing countries these activities include (but are not limited to) “addressing important issues faced by society like poverty and HIV/AIDS”. Other activities include resources contributed by businesses toward health, educational, social and other community services. Research by GTZ (2009 cited in Ofori et al., 2014) on six sub-Saharan African countries revealed that “CSR activities in the region are predominantly philanthropic”. These findings were consistent with Baskin’s (2006 cited in Amaladoss and Manohar, 2013, p.67) research on the reported corporate responsibility of 127 leading companies in 21 emerging markets across Asia, Africa, Latin America and Eastern Europe, which he found that “corporate responsibility in emerging markets is less embedded in corporate strategies, less pervasive and less politically rooted than that in most developed countries”. Visser (2008, p.490) points out that this is a result of strong traditions of philanthropy in developing countries.
2.3.2.3 Legal Responsibilities- In developing countries, there is the general consensus among scholars that legal responsibilities have a lower priority than in developed countries. This is because “many developing countries are behind the developed world in terms of incorporating human rights and other issues relevant to CSR into their legislation” (Crane et al., 2008, p.491). Recent research has confirmed this link. For example, CSR research by Maamoun (2013) in developing countries (including Angola) confirmed the hypothesized positive association between irresponsible behaviour and lack of legal enforcement or infrastructure.

2.3.2.4 Ethical Responsibilities-In developing countries, ethics tend to have little or no influence on the CSR agenda (Visser, 2008). Although, the idea of business ethics is arising ever more frequently in developed countries, over 20 different studies have come to the general conclusion that “individuals from developed countries were more sensitive to ethical issues than their counterparts from developing countries” (Khera, 2010, p.34). For example, the Transparency International’s annual Corruption Perception Index (2013) found the poor countries of Africa or Asia to be the most corrupt countries. Likewise, Kun et al. (2008) who studied responses of business students in the United States (US), Japan, China, and South Korea, found “substantial differences in reactions to scenarios depicting potentially unethical business behaviour between Asian and US respondents as well as within the Asian responses”.

2.4 Corporate social responsibility in banks

CSR in the banking industry has become an important topic of research and practice around the globe. According to Ullah (2012) there is a visible trend in the financial sector of assuming greater importance in CSR in terms of active participation and spending (figure 4). This is attributed to what is being referred to as ‘a decay in business morality’ (Chih et al, 2009, p. 115). Although in the banking industry CSR is referred to as “a key aspect of ‘trust’ management”, literature in the banking industry has been quite slow in considering CSR (Idowu and Filho, 2009, p.153). Referring to the relevant literature, Viganò and Nicolai (2009, p.5) write that “from 1990 to 2000, banks began addressing the issue of sustainability by considering firstly environmental and then social issues and attempting to incorporate them by established policies for the environment and society”.

**Figure 4: CSR Expenditure of Banks**

(Source: Ullah, 2012)
CSR in the banking industry is usually defined through the stakeholder theory developed by Freeman (1984). The stakeholder theory suggests that firms have a responsibility to “any group or individual who can affect or is affected by the achievement of the organisations objectives”, namely, governmental bodies, political groups, employees, customers, suppliers, shareholders and the society at large (Phillips, 2003, p.65). This theory sees CSR as the “collection of initiatives that companies carry out in order to comply with its obligations towards these groups” (Perez and Bosque, 2014, p.225). According to this theory, stakeholders are the primary targets for CSR initiatives. In this context, Perez and Bosque (2014) identified five CSR dimensions in the banking industry:

1. CSR oriented to customers- includes honest communication of corporate products and services.

2. CSR oriented to shareholders and supervising boards- includes information transparency and the search for corporate profitability

3. CSR oriented to employees- covers issues regarding job creation and employment

4. CSR oriented to the society- refers to issues such as charity, community development and environmental protection.

5. General CSR dimension- includes ethical and legal corporate concerns which include corporate responsibilities towards a broad range of stakeholders, including the government and media (Perez and Bosque, 2014) (figure 5).
Due to their multi-stakeholder platform at present, banks more so than other sectors have been under considerable demand and CSR pressures from customers, employees, governments, shareholders and the general public. Three reasons are assigned to this: Firstly, problems in the banking sector impacts the efficiency of the overall economy; secondly, banks are in a leading position to catalyse the social behaviour of other businesses; and lastly, the competitive nature of the banking industry has meant that corporations have had to move towards a CSR agenda to gain competitive advantage (Koenitzer, 2013). For example,
Demetriou and Aristotelous (2011 as cited in Hassan, 2014 p. 94) examined whether banks are expected to assume responsibility for societal problems and how its stakeholders feel about this issue. The results verified that “it is important for business corporations to adopt a socially responsible and ethical attitude towards the community”. Furthermore, it verified that banks must not only deal with “economic realities, but they also have to address the perceptions and beliefs” of their stakeholders (Yeung, 2011, p.5). According to Bihari and Pradhan (2011, p. 21) this is the reason banks CSR agenda have progressed beyond the obvious and have transgressed into goals such as the following: Maximising gains, improving long-term sustainability, Improving the level of customer loyalty, Increasing customer awareness of the core function and products offered, Improving the Bank’s product marketability and diversification and reducing the marketing costs and operational cost (as well as promotion of the image of the Bank.
2.4.1 CSR in banks in the developing world

The core business of banks means that no matter the country or culture that a bank is operating in, it needs to be responsible for its stakeholders in a social responsible way. As discussed previously, the primary role of a bank is to safeguard the interest of its stakeholders. However, banks also have been shown to have an important role on sustainable development. According to the Western Cape Education Department (WCED, 1987, cited in Singh et al., 2009) this is because the “the concept of sustainable development can be defined as development that meets the needs of the present without compromising the ability of future generations to meet their own needs”. In this way, banks have an inherent social responsibility to the society and the environment in which it operates (Singh et al., 2009). In highlighting the role of banks, Bhatt (2008 cited in Moharana, 2013, p.1) stated that “banks do not exist in a vacuum”. In developing countries, the banking sector plays a very important role in accelerating the pace of economic growth but also by imposing corporate social responsibility (Koenitzer, 2013). They make a “a large contribution to the country’s GDP growth, meet the demands of the growing middle class, contribute to infrastructure spending and reach out to the semi urban and rural areas” (Moharana, 2013, p.1).

According to many authors, there is an increasing awareness of CSR in the financial sector of many developing countries. For example, in India Das (2012 cited in Singh et al., 2013) found that the “development of Corporate Social Responsibility (CSR) is very slow in India though it was started a long time ago. There is a visible trend in the financial sector of promoting environment friendly and socially responsible lending and investment practices”. Kostyuk et al., (2012) also revealed that in Asia, CSR has become an important principle for most banks. Several reasons have been given in the literature for the increase of CSR in the banking sector. According to Moharana, (2013, p. 8) in developing countries, financial
institutions are realizing that “an efficient and profitable business organization means ensuring that the surrounding communities and environment grow and prosper along with the institutions”. According to scholars, this is the reason why banks CSR activities in developing countries are centered on education, health, and rural development. This is the opposite of banks in developed countries that tend to promote only those CSR activities which they tend to benefit the most (Pérez and Del Bosque, 2012).

Another reason is “rising stakeholders’ awareness regarding CSR. Studies have documented that responsible activities are increasingly valued and demanded by stakeholders. For instance, Rahmnan (2013) disclosed that stakeholders in “both developed and developing countries are voicing louder concerns and demanding for socially responsible performance from producers and providers of goods and services”. Lastly, the competitive nature of the banking sector has prompted banks to strengthen competitive edge by building a strong reputation in corporate responsibility (Kostyuk, 2012). Therefore, as in other developed countries, the risk of developing countries operating without CSR (with regard to loss of reputation and standing) could become too large to ignore. This is evidenced in the studies that have revealed that organizations involved in CSR generally perform better (Ofori et al, 2013; Margolis and Walsh, 2003; Orlitzky et al., 2003). However, Kang et al., (2010) and Inoue and Lee (2011) research indicates that this can vary from sector to sector. Bolton (2013) found that with regard to banks however, CSR “can increase bank value” as long as these activities are aimed at maximizing the firm’s value. On the other hand, results from a study by Mehedi (2014) contrast these findings. Moreover, Barnett and Salomon’s (2012) study revealed that an increase in CSR activities can “increase costs and leave stakeholders unmoved” which in the long term would result in a financial performance decline. This could not only place corporations at an economic advantage but as we have come to see in recent
times, in the case of banks, it could put a strain on society as a whole. These results show that different studies can yield different results.

2.4. 1.1 The Financial Crisis

According to Thompson and Cowton (2004), before the financial crisis, banks did not receive much attention in the CSR literature. Since the financial crisis in 2008, however, a heightened awareness of the importance of CSR in business practices has led to increased scrutiny of the behaviour of banks and their role in society (Bouvain et al., 2013). For many authors, the financial crisis highlighted the fact that most banks needed to make adjustments in their social performance the world over (Ashy, 2010). In this sense, Christian Noyer, the Governor of Banque de France stated:

“Companies (including banks) must take on new responsibilities that go beyond a simple policy of “paternalism” vis-à-vis their suppliers, customers and employees, such as that practised up until recent times” (Bank for International Settlements, 2008)

Research by the University of Nottingham early in the recession revealed that most banks anticipated a “re-balancing of economic and social objectives” with 53% expecting greater integration between their corporate community investment and core business strategies. These finding are supported in the research of Jacob (2012 as cited in Hussein, 2014 p.93) who explored the effects of the crisis on CSR and found that the “financial crisis had a clear impact on CSR initiatives in many companies”. In addition, the author found that “many CSR issues gained greater depth after the crisis” especially in the area of organizational governance. Even though scholars have engaged in much discussion concerning CSR in
banks since then, Perez and Bosque (2014) consider that the “the attitudes of stakeholders concerning banking companies after the 2007/2008 crisis may be expected to have changed substantially considering the cataclysmic global recession that the crisis triggered”.

This is because the perceptions of CSR develop or change over time (Dusuki and Yusof, 2008). Previous studies that have tested Carroll’s conception of CSR on the views of managers in developing countries have generally found that they place more importance on philanthropic responsibilities than obeying the law. They are also likely to regard ethical responsibility as the least important dimension. Historically, there is no significant difference on their emphasis on economic responsibilities. The dynamic change in the operating environment, however, may imply that these findings do not apply to a post-crisis context and so the analysis of the Angolan bank industry may provide further insight into current attitudes (Perez and Bosque, 2014).
2.5 Emergence of CSR in Developing countries

Over the past decade, governments in many developing countries have accelerated their CSR agenda through greater engagement (Visser, 2008. As Amaladoss and Manoha (2013, p.67) point out, “besides, the emerging stakeholder activism, the free flow of information aided by technology, global competitiveness, and long-term sustainability demand that companies rethink their business goals and objectives from solely focusing on making profit to how their businesses can make a positive impact both inside their organisation and outside”. Several studies have emerged which show that CSR initiatives is becoming more common in developing countries such as India, Brazil, China, South Africa, Mexico, among others (Ofori et al., 2013, Yeung, 2011). In contrast, to the development of CSR in the western world which had its rise and extension in the 1950s, only since the millennium has there been a surge of interest in CSR in the developing world (Lindgreen and Campbell, 2009). According to Ward et al., (2006, p.1) this is not to say that CSR had not previously existed, “rather, national CSR agendas in middle and low-income countries have been less visible internationally, and have often not been labelled ‘CSR’.

The involvement of companies in CSR has been a gradual process, reflecting the changing political, economic, legal and social conditions (Hopkins, 2007). Atan and Halim (2011) emphasise that companies are increasingly involved in CSR activities to demonstrate to the society that they are fulfilling their social obligations in order to maintain their ‘license to operate”. This may indicate that there has been a shift in opinion from the notion that profit is the primary objective of a business. As suggested by traditionalist scholars like Friedman (1970), Chamberlan (1973), Gaski (1985) and Bhide and Stevenson (1990) who argued that the “only social responsibility of business is to increase its profits”. Singh et al., (2013) research seems to confirm that there has been a sharp break in traditional attitudes. They
argue that firms in developing countries are increasingly adopting a modern view of CSR which captures a perspective in which:

'It is the firm's obligation to evaluate in its decision-making process the effects of its decisions on the external social system in a manner that will accomplish social benefits along with the traditional economic gains which the firm seeks [...] It means that social responsibility begins where the law ends [...] Social responsibility goes one step further. It is a firm's acceptance of a social obligation beyond the requirements of the law’ (Singh et al., 2013, p.407)

Similar research on executive’s perception towards CSR in developing countries has generally tended to report that opinions have changed over time. In their study of executives and management attitude towards corporate social responsibility in Malaysia, Rashid and Ibrahim (2012) found that managers had a positive attitude towards CSR. Their research also showed that there were high agreements on statements related to “balancing the corporate power and discouraging irresponsible behaviour” (59.1%), that “corporations are social institutions and must live up to society’s standards” and that “efficient production of goods and services is no longer the only thing expected by society from business organisations. These findings are consistent with data from Center for Creative Leadership (CCL’s) World Leadership survey (2011), it was revealed that employees in Africa are “demonstrating their commitment to corporate social responsibility”. Atan and Halim, (2013) in tune with these findings concluded that “engagement in CSR was due to companies’ recognising that apart from economic responsibility, they also have the responsibility towards the others including the society as a whole”.

2.5.1 Motives for engaging in CSR

Many scholars have been grappling with the question of why corporations tend to act in a socially responsible way. Since Angola is a developing country, the study will “build up a distinctive picture of how CSR is conceived, incentivized, and practiced “in developing economies (Visser, 2008). These approaches will be highlighted in the nine major drivers of CSR in developing countries outlined by Visser (2008). These driving forces are illustrated in figure 6.

2.5.2 Internal Drivers (pressures from within the country)

2.5.2.1 Cultural Traditions

Visser (2008, p.480) proposes that “CSR in developing countries draws strongly on deep-rooted indigenous cultural traditions of philanthropy, business ethics and community embeddedness”. In its simplest form, culture is defined as the “the ideas, customs, and social behaviour of a particular people or society” (Oxford Dictionaries Online, 2014). The direct impact culture has on CSR has been reported in the work of several researchers Orpen, 1987; Langlois and Schlegelmilch, 1990; Bennett, 1998; Jones, 1999; Quazi and O’Brien, 2000; Maignan, 2001; Kusku and Zarkada-Fraser, 2004;Hamann et al., 2005; Fig, 2005; Chapple and Moon, 2005). In India, Frynas (2006) reached similar conclusions, that “business practices based on moral principles were advocated by the Indian statesman and philosopher Kautilya in the 4th century BC”. While in Nigeria, Adegbite et al., (2013) and Amaeshi et al., (2006, p.11) found that “for different regions in Nigeria, the traditional family or kinship pattern of production characteristic of agrarian mode of livelihood –the household economy – has been the governing order of business organization which is still reflected in the structure of most firms”. Klins et al., (2010 cited in Ahmad and Crowther 20113, p.194) likewise hold that
“Africa's cultural context influences attitudes towards CSR”. They observed that the very communal culture is manifested in the following African indigenous concepts:

- Harambee- embodies and reflects the strong ancient value of mutual assistance, joint efforts, social responsibility and community self-reliance”.
- Tskedada- is about behaving as a righteous person fulfilling obligations to society.
- Ubuntu-reflects an interdependent communal, harmonious, relationship-aware and respectful community culture.
- Zekut- can be translated as charity or alms to the poor.

2.5.2.2 Political Reform

CSR in developing countries cannot be “divorced from the socio-political reform process, which often drives business behaviour towards integrating social and ethical issues” (Visser, 2008, p.482). Visser’s proposition here is that political changes in developing countries like South Africa have shifted the role of business towards taking responsibility for social issues. This proposition is supported by the work of Baskin (2006).

2.5.2.3 Socio-Economic Drivers

There is a widespread perception among scholars that in most developing countries, CSR is “mostly directly shaped by the socio-economic environment in which firms operate and the development priority this creates”. This is confirmed by a review of CSR literature on Latin America which found that the” CSR agenda is heavily shaped by socio-economic conditions such as deforestation, unemployment, inequality and crime” (De Oliveria, 2006). This pattern is also reflected in CSR research on Africa. Visser (2008) argues that this “stands in stark
contrast to many Western CSR priorities” such as, health and safety, stakeholder dialogue and environment”.

2.5.2.4 Governance Gaps

According to Visser, (2008) CSR in developing countries is often seen as a way to” plug the ‘governance gaps’ left by weak, corrupt, or under-resourced governments that fail to adequately provide various social services (housing, roads, electricity, healthcare education etc)” In tune with this argument, Wigg and Ranalho (2005, p.5) found that in Angola, “oil companies mainly undertake CSR activities because “the government is not taking on its responsibility to build up human capital, to distribute income or to create accountable institutions to deal with the revenue from oil, whereas the companies to some extent have the capacity to do so”. While research such as above has confirmed these finding there have been many critiques of this approach. For example, Blowfield and Frynas (2005) questioned if CSR was a stepping stone to developing better regulations in developing countries or a long-term behaviour towards overcome institutional weaknesses.

2.5.2.5 Crisis Response

Various kinds of crisis and industrial accidents unique to developing countries have created pressures for CSR. For example, Hoffman (2005) and Dunfee (2006) note that climate change and HIV/AIDS have had the effect of eliciting CSR in organizations. The main reason for this observation regards the fact that CSR can “facilitate better risk management” (Louche et al., 2010, p.285).
2.5.2.6 Market Access

Visser (2008) notes that “CSR may be seen as an enabler for companies in developing countries trying to access markets in the developed world”. In Asia, Moon (2005) found a strong connection between the desire to access markets and CSR reporting. This is because CSR improves a corporation’s reputation and standing. According to Hopkins (2007, p.11), a company’s reputation is improved since its build around key intangibles such as trust, reliability, quality, consistency, credibility, relationships, and transparency, and tangibles such as investment in people, diversity and the environment. Previous research tends to affirm that CSR enhances corporate image and reputation. Visser (2006), Ailawadi et al. (2011), Virvilaite and Daubaraite, (2011), van Heerden, Puth (1995), LeBlanc and Nguyen (1995) and others agree that CSR is essential in creating a positive corporate image or a reputation.

2.5.3 External Drivers (Global Pressures)

2.5.3.1 International Standardization

Visser (2008) suggests that CSR codes and standards are a key driver for CSR in developing countries. According to Hopkins (2010), the creation of yearly reports that provide a snapshot of global trends in Corporate Responsibility such as the KPMG (2012) survey of Corporate Responsibility reporting helps to support this trend. Various international institutions such as the United Nations (UN) have played a major force in influencing the way companies approach CSR in developing countries. In response to this, the United Nations Industrial Development Organisation stated:
“It would seem to me that it is the task of the UN system to turn CSR from a Northern preoccupation into a truly global agenda; from a potential dividing force into a unifying framework for development. Generating wealth in a manner that is socially and environmentally responsible, and thus sustainable, must be a common goal of the international community” (UNIDO, 2002).

2.5.3.2 Investment Incentives

Visser (2008) further proposes that corporations act in socially responsible ways because “investment is linked with the social welfare of developing countries”. CSR gives a company a ‘competitive’ advantage at home and overseas over their competitors. According to Hsu (2012, p.189), there are emerging empirical findings that support the view that “CSR initiatives help a company to differentiate its product and service by creating a positive brand image”. This approach makes CSR an element in a firm’s differentiation strategies and is a form of strategic investment comparable to R&D and advertising (Gardberg and Fombrun 2006). However, another view suggests that “the competitive advantage obtained by CSR strategy is weak” (Lanoizelée, 2011, p.77).

Research in this area further pointed to the fact that corporations are more likely to practice CSR “if investors monitor their behaviour, and when necessary, mobilise to change it” (Campbell, 2007; Goyal, 2006). According to Berry and Junkus (2012, p.707), the notion of using social principles in addition to financial considerations is gaining prominence. Their study found that “in 2011 more than $2.71 trillion in assets under management applied at least one of the main SRI approaches – screening, shareholder advocacy or community investing”. In developing countries like South Africa, the SRI trend is well reported. For example, the Code of Responsible Investing in South Africa (CRISA) was established in 2011 which asserts that “company value should not just be measured in financial terms in the
short term, but also in terms of how it sustains the conditions that allow it to prosper over time” (Ahee and Schulschenk, 2013, p.2)

2.5.3.3 Stakeholder Activism

Vissser (2008) stated that, “in developing countries, activism by stakeholder groups has become” the key driver for CSR. In developing countries, four stakeholders have rapidly emerged as the most powerful activists for CSR, namely governments, trade unions, international NGOs and business associations (WBCSD, 2000). Similar to developed countries, research has found that in some developing countries like China and India, “responsible activities are increasingly valued and demanded by stakeholders” and has therefore become the most critical driver for CSR (Singh et al., 2013). In addition, there are signs that companies perceived to be more socially responsible are fast becoming the first choice of customers in developing countries. For example, in Asia. Auger et al., (as cited in Atan amd Halim, (2011) found that a company’s ethical position influenced consumers’ purchase decisions thus indicating that “consumers placed high priority on the selection of ethical companies when making a purchase decision”. However, other studies have found a weak (but important nonetheless) relationship. For example, Ailawadi et al., (2014, p.2) concluded that “all CSR efforts do not garner equal rewards from all consumers. Although both intrinsic (such as products and employees who serve customers) and extrinsic (such as environmental friendliness or community support) CSR engender attitudinal loyalty across all consumers, there are distinct segments when it comes to behavioural loyalty”.
2.6 Conclusion chapter 2

In summary, whilst a number of theories have attempted to define CSR, this process is yet to be completed. This is because the concept of CSR is ever evolving and contextual. Nonetheless, the issue of CSR has become an important topic for today’s corporations. From this literature review it is clear that in the last few years, the subject has gained momentum in the banks in developing counties mainly because of the financial crisis and increasing stakeholder demands. In light of this context, it is important to study (and review) the attitudes of bank managers on CSR. Therefore, exploring the attitudes of bank managers in Angola will help one to understand and determine what direction banks are heading to regarding the issue of CSR in developing countries. The study from here on will incorporate
the literature reviewed. The next chapter examines the research methodology used in carrying out this research.
Chapter 3: Research Methodology:

The main intention of this study is to explore the attitudes of Angolan bank managers towards CSR, using Carroll's pyramid model of CSR. This section of the study describes how the research will be undertaken. The study will be based on the research ‘onion ‘approach developed by Saunders et al. (2007), as shown in figure 7. According to the research ‘onion’, the entire process includes the research philosophy, the research approach, research strategies, research choice, time horizons and data collection methods. As suggested by Blessing and Chakrabarti (2009) the methodology is formulated keeping in mind the research questions and hypotheses.

**Figure 7: The research ‘onion’**

(Source: Saunders et al., 2009, p.108)
3.1 Research Questions

According to Saunders et al., (2007) the importance of clear research questions cannot be overemphasised. This is because it is an important criterion for research success. In line with this requirement, the researcher adopted the goldilocks test developed by Clough and Nutbrown (2002) to determine if the questions are ‘right’. Based on this test, it was decided that the questions should be descriptive. These types of questions generate answers to the question ‘what?’. Such questions are appropriate because they gather facts and Saunders et al., (2009, p.39) suggest that this should be the “first step prior to any attempt at explanation”. As there is gap in the literature which does not explore attitudes of Angolan bank managers towards CSR, it was therefore, a necessary requirement that the research questions looked for descriptive answers.

The first question the research seeks to address is ‘**what are the attitudes of Angolan bank managers towards CSR?**’ The purpose of this question is to find out the attitudes of bank managers on the four responsibilities of firms-economic, legal, ethical and philanthropic. This is an important question because it will also identify the ranking of CSR dimensions by the bank managers on the concept proposed by Carroll (1979).

The second research question is ‘**what are the main drivers of CSR in Angolan banks?**’ The purpose of this question is to establish the factors driving CSR activities in the banking sector.

The third and final research question is ‘**what type of CSR activities are banks pursuing?**’ The purpose of this question is to highlight the CSR agenda banks are pursing.
3.2 Hypotheses Development

According to Kumar (2014, p.99), the importance of hypotheses in research “lies in their ability to bring clarity, specificity and focus to a research problem”. For the purpose of this research, the main purpose of developing hypothesis is to analyse how ownership structures affect attitudes towards CSR in bank managers. As prior research suggest a positive relationship between bank ownership structure and CSR in developing countries, it is therefore important to include this factor in our analysis (Li and Zhang, 2010). For example, in their study of Indian banks, Singh and Agarwal (2012) found differences towards CSR in the behaviour of public and private banks. Our null hypothesis is thus:

H0: Bank ownership structure does not have an influence on CSR attitudes

The null hypothesis will be tested through the collection of quantifiable data. This is discussed in more detail in chapter 4.1.3.
3.3 Proposed Methodology

Having defined the research questions and the hypotheses, the next step is to describe the research process:

3.4 Research Philosophy: Positivism

This process starts with the research philosophy which according to Saunders et al., (2007, p. 110) “contains important assumptions, these assumptions will underpin your research strategy and the methods you choose as part of the strategy”. Based on the research questions being investigated and the nature of this study, a positivist philosophy is adopted. Positivism as an approach sees ‘social science as an organized method for combining deductive logic with precise empirical observations of individual behaviour in order to discover and confirm a set of probabilistic causal laws that can be used to predict general patterns of human activity” (McNabb, 2008, p.39). Many authors advocate that an interpretivist perspective is highly appropriate in the case of business and management research (Saunders et al., 2007; Lee et a., 1997). In the context of this research, they would argue that because the research topic is very subjective it tends to favour an interpretivist perspective which “tries to report of these realities with their intersubjective meaning” (Frossler, 2008, p.93). However, a positivist epistemology will be used because the researcher seeks to close the gap in the understanding of CSR in Angolan banks. This will be better achieved by the ‘production of credible data’ rather than an interpretive “analysis that is a little more than the subjective opinion of the researcher” (Rogers et al., 2013, p.254; Saunders et al., 2007) .This view is supported by Eriksson and Kovalainen (2008, p.17) who propose that “while management as a science is fragmented and diffused, positivism has been one programme to unify
management research”. It is also important to note that no research philosophy is better. According to Saunders et al., (2007 p 117) “they are better at doing different things”. This philosophy is therefore well suited to answer the research questions efficiently.

3.5 Ontology

According to Saunders et al., (2009, p.110) ontology is concerned with the nature of the reality. There are two types of ontology: objectivism and subjectivism. Objectivism “portrays the position that social entities exist in reality, external to social actors concerned with their existence. In contrast, subjectivism “holds that social phenomena are created from the perceptions and consequent actions of those social actors concerned with their existence (Saunders et al., 2009, p.110). It is the aim of the researcher to assume the objectivism view as it produces an objective reality based on facts rather than personal beliefs (Edwards, 2010).

3.6 Research Approach: Deductive

The next layer of the onion refers to the research approach. There are two major research approaches: inductive and deductive. In this research, a deductive approach will be used. This is because according to Saunders et al., (2007) as a general rule, positivist studies usually adopt deductive approach. The main reason for adopting this approach is that it begins with “theorising and the identification of key concepts derived from the theory” (Finn et al., 2000, p.15). This approach was helpful in this research because it allowed the researcher to “link research into the existing body of knowledge in the subject area and provide an initial analytical framework” in an area where there is very little research (Saunders et al., 2009, p.490). In addition, because so little has been written about the issue of CSR in developing
countries, it is important to start from a point of accepting or rejecting theory and allowing this decision direct the research flow rather than generating new theories. With induction, researchers run the risk of no useful data emerging (Saunders et al., 2007). Eriksson and Kovalainen (2008, p.17) state that the “idea of deduction in research has been by far the strongest way to build up the theoretical knowledge base”. This has made theory testing the “predominant area of research into the social sciences”. (Edwards, 2010, p.37). Critics of this approach claim that it is rather a “restricted view of the natural sciences” (Langdridge and Haggerohnson, 2009, p.13). However, Ghuari and Gronhaug (2005, p.16) argue that “both induction and deduction demand that we go beyond statistical significance to systematic data collection, and that we are aware of the sensitive question of the relevance of data to theory or study”. Regarding this approach in CSR, Woodside (2010, p.11) states:

“The relevant literature often associates CSR with theory building versus theory testing (Dyer and Wilkings, 1991; Eisenhardt, 1999). However, examples of theory testing reports using CSR are available”.

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3.7 Research Strategy

The third layer is the research strategy. Saunders et al., (2007) define a research strategy as being a “general plan of how you will go about answering the research questions you have set”. The major research strategies belonging to deductive approach are experiments, case studies and surveys. In conducting this research, a case study strategy will be used. Robson (2002, cited in Saunders et al., 2009, p.145) defines a research strategy as “a strategy for doing research which involves an empirical investigation of a particular phenomenon within its real life context using multiple sources of method”. This strategy is appropriate to the study because it studies the contemporary issue of CSR in the context of Angolan banks. Furthermore, according to Saunders et al., (2009, p.142) the case study strategy has considerable ability to generate answer to the question ‘what?’ which is directly related to the research question the proposed research seeks to address. This is unlike experiments which are used in explanatory research “to answer ‘how’ or ‘why’ questions”. Moreover, case studies allow the researcher to “gain a rich understanding of the context of the research and the process being enacted” (Saunders et al., 2009, p.146). This is the opposite of the survey strategy, which provides standardised data. This is because they “reduce the variety in individual responses to fairly clear-cut, firmly bounded categories” (Burton, 2000, p.144).
3.8 Research Choice

According to Saunders et al., (2009) a research project can “use qualitative and/or quantitative data-collection techniques and procedures (figure 8). The researcher chose to collect quantitative and qualitative data in the form of mixed methods. Quantitative data refers to “numerical data or data that has been quantified”. While qualitative is defined as “empirical information about the world, not in the form of numbers” (punch, 2009, p.87). Mixed method research uses “quantitative and qualitative data collection techniques and analysis procedures either at the same time (parallel) or one after the other (sequential) but does not combine them” (Saunders et al., 2009, p.152). Using ‘multi methods’ in the same research project has both advantages and disadvantages. An advantage was that it provided better opportunities for the study to answer the research questions (Saunders et al., 2009). This is because the combination of methods allowed the researcher to overcome weaknesses associated with single qualitative and quantitative data collection techniques. For example, quantitative data allowed the researcher to perform statistical analysis but it did not provide a way to interpret the data (Saunders et al., 2009). Another advantage is that the “use of two or more methods of data collection within one study” increases the validly and accuracy of the study (Saunders et al., 2009, p.602). This is referred to as triangulation. The main advantage is that if “both methods are combined, then the potential and perhaps the likelihood of unanticipated outcomes is multiplied” (Saunders et al., 154). However, this stance did not have a negative effect on this research; rather it led to the emergence of more enriched explanations of the research questions.
3.9 Time Horizons

The fifth layer is the time horizons of the study. There are two types of time horizons: cross-sectional studies and longitudinal studies. Cross-sectional research is the study of a “particular phenomenon (or phenomena) at a particular time” (Saunders et al., 2007, p.148). On the other hand, longitudinal research involves study over a long period of time.

The research will adopt a cross sectional time horizon because only three months in total were allocated to finish this dissertation. Therefore, the study is a “snapshot” of the attitudes of bank managers towards CSR in Angola.
3.10 Data collection Methods

In order to answer the research questions, primary data was collected. There are various sources of primary data. They are observation, interviews, questionnaires, experiments, case studies, surveys and focus groups. For the purpose of this research, questionnaire and semi-structured interviews were carried out (Figure 9).

The two data collection methods were used in sequence and for different purposes. Questionnaires were used; they were first distributed to middle management to collect quantitative data. This allowed the researcher to statically rank the four dimensions of CSR using SPSS.

While interviews were conducted secondly with senior managers of the industry in order to clarify and better understand the results generated from the questionnaires. Interviews were also employed to inquire about the main drivers of CSR in Angolan banks and the type of CSR activities banks are pursing.

**Figure 9: Data collection methods**
3.10.1 Questionnaires

A questionnaire is a “data collection technique in which a person is asked to respond to the same set of questions in a predetermined way” (Saunders et al., 2007, p.688). There are three types of data variables that can be collected through questionnaires:

- Attitude
- Behaviour
- Attribute

According to Saunders et al., (2007, p.367) it is important that you “select the appropriate characteristic to answer your research question (s) and to address your objectives”. The researcher decided in the early phases of the research that the study was trying to find out manager’s attitudes towards CSR. Kawamura (2011, p.68) explains that “when you measure attitudes, you ask questions about feelings, actions and potential actions in the future”. Specifically, this study explored the feelings of bank managers towards CSR.

A self-administered standardised questionnaire was constructed to rank the four dimensions of CSR (appendix 4). This type of questionnaire was employed instead of interviewer administered questionnaires because is the most popular and common technique used in similar studies. (Regarding questionnaires Ghuari and GrØnhaug (2005) sustain:

“The questions must be asked in very simple and concise language. One should consider the respondents background when it comes to educational level, cultural background, knowledge and acquaintance with the subject matter “(Ghuari and GrØnhaug , 2005, p.129)
The main implication for using self-administered questionnaires, is that the person filling it can leave questions out thus making the questionnaire incomplete and the researcher cannot adequately monitor the way the person is filling the questionnaire to make sure they fill it well. To overcome this implication, the questions have been made plain and clear to ensure that the person filling the questionnaire understands the questions easily (and this implies that there will be fewer mistakes made). The implication for the study, however, is that simplifying the language meant using different terminology to theorists. According to Jung (2009) this may lead researchers to simplify to a point of distortion, thus failing research requisites. However, Saunders et al., (2009, p.332) do not agree this assessment. They argue that “questions should avoid too many theoretical concepts or jargon since your understanding of such terms may vary from that of your interviewees”.

To overcome this limitation nonetheless, the researcher adapted the questionnaire of Ramasamy and Yeung (2009) that laid a modern foundation for assessing attitudes towards social responsibility. Their questionnaire has been successfully incorporated in the studies of several researchers (Ofari et al., 2014, Singh and Agarwal, 2012). The researcher was very careful in adapting the questions in order to ensure that they were understood by respondents but at the same time had the same level of significance.

The questionnaire was presented using a five-point Likert scale to permit better analysis of the importance placed by banks on the four responsibilities. The scales ranged from strongly agree to strongly disagree. The main criticism of constructing questionnaires using Likert scales is that “there remains a possibility that people may answer according to what they think they should feel rather than how they do feel” (Kothari, 2004, p.86). However, according to Kothari (2004), despite such limitations, a Likert scale is very useful for students of ‘opinion research’. Kothari’s point further justifies the use of this method in this research.
The questionnaire included a cover letter explaining the objectives of the research and its importance (appendix 5). According to Saunders et al., (2009, p.380) this is an important step for convincing “the respondents to participate in one’s research”. This is because research has shown that the information contained in a covering letter affects the response rate (Dillman, 2007, cited in Saunders et al., 2009). The questionnaires were distributed in Luanda, Angola’s capital, as to ensure a high response rate.

Though research has confirmed that “questionnaire length has no impact on response rate”, the researcher made great effort to keep the questionnaire brief. (Bogen, 1996, cited in Larossi, 2006, p.78). It was important that the questionnaire did not put unnecessary burden on participants which according to Larrossi (2006, p.79) could “inevitably result in higher response errors”

The questionnaire contained demographic factors such as gender and age. The next part of the questionnaire related to the four dimensions of CSR. This took the form of three statements each relating to the four dimensions of CSR. They were classed in the following order: economic, legal, ethical and philanthropic.
3.10.2 Semi-Structured Interviews

The second data collection method used in this research is the face to face semi-structured interviews. A semi-structured interview is a “wide ranging category of interview in which the interviewer commences with a set of interview questions but is prepared to vary the order in which questions are asked and to ask new questions in the context of the research situation “(Saunders et al., 2009, p.601). Semi-structured interviews were selected over open interviews or structured interviews because they give the researcher “flexibility to follow up topics raised”. This means that they will allow the researcher to find answers to specific research questions whilst, at the same time explore them in more detail. Regarding this technique, Jones (1985, cited in Punch, 2009, p.254) mentions that:

“In order to understand other persons’ constructions of reality, we would do well to ask them…and to ask them in such a way that they can tell us in their terms (rather than those imposed rigidly and a priori by ourselves) and in a depth which addresses the rich context that is the substance of the meanings.”

According to Saunders et al., (2009, p.337) “formulating appropriate questions to explore areas in which you are interested will be critical to achieving success in this type of interviewing”. In line with this requirement, the researcher used the following types of question:

i. Open questions- used to obtain extensive and developmental answers

ii. Probing questions- used to explore responses that are of significance to the research topic

iii. Specific and closed questions – used to obtain specific information (Saunders et al., 2009).
The main disadvantage of semi-structured interviews is that, “similar to structured interviews, the interviewer generally requires some understanding of the topic area to know when to follow up (Flin et al., 2008, p.221). As the interview questions are based on literature review the researcher was well equipped to conduct the interviews. According to Saunders et al., (2009, p.328) “the ability to draw on this type of information in the interview should help to demonstrate your credibility, assess the accuracy of responses and encourage the interviewee to offer a more detailed account of the topic under discussion”.

As suggested by Saunders et al., (2009) prior to the interviews, each participant was provided with comprehensive information about the research aims. This is particularly important in business research, because according to Saunders et al., (2009, p.328) “credibility may be promoted through the supply of relevant information to participants before the interview”. This planning activity also ensured an easy flow of conversation between the interviewee and researcher during the interview.

The interviewees did not agree to the interviews being recorded. This had both advantages and disadvantages. The main disadvantage that researchers’ encounter is trying to note respondent’s answers while conducting the interview. Cohen and Crabtree (2006) point out that “this approach will result in poor notes and also detract for the development of rapport between interviewer and interviewee Development of rapport and dialogue is essential in unstructured interviews”. To overcome this problem, the researcher only noted down answers that were important and related to the research topic and ones that directly addresses the research questions. The main advantage of not using recordings in this research was that the interviewees were already very guarded with their answers that it could have further inhibited “responses and reduced reliability” (Saunders et al., 2009, p.341).
The two interviews lasted for approximately 35 minutes on average and followed the same structure. First, there were general greetings to put the interviewees at ease, followed by the questions outlined in appendix 6 and finally concluding comments on the discussion.

As the discussion was semi-structured and conducted face to face, the researcher and interviewees were able to ask for further clarification when necessary. This occurred quite frequently during both interviews. This was very important to the study as it allowed the researcher to minimise researcher’s bias arising when piecing together and eventually coding the data (Saunders et al., 2009). The researcher was also able to read body language to assess the feelings and attitudes of the interviewees.
3.11 Sample

Due to time and budget constraints, it would be impracticable to collect data from an entire population for all research questions. Therefore, the researcher needed to select a sample.

The first stage in selecting a sample is to define the population. In this research, all research questions will be answered by assessing the opinions of bank managers in Angola. The second stage was to determine the sampling frame. The sampling frame refers to a “complete list of all the cases in the population from which your sample will be drawn” (Saunders et al., 214). The quantitative data collection sample consisted of middle managers from public and private banks in Angola. The qualitative data collection sample consisted of senior bank managers that hold a central role in their banks.

The third stage is to determine the sampling techniques. Sampling strategies are divided into two main groups: probability and non-probability. Probability sampling is “the selection of sampling technique in which the chance, or probability, of each case being selected from the population is known and is not zero” (Saunders et al., 2007 p 604). Opposed to probability sampling is non-probability sampling, where the “selection of sampling technique in which the chance or probability of each case being selected is known “(Saunders et al., 2007 p 604).

The research will employ a non-probability sample technique using a convenience sample. Convenience sampling will be employed to choose participants “that are readily available, nearby or willing to participate”. (Black, 2012, p.231). This sampling technique was considered the most appropriate because it allowed the researcher to quickly reach the desired number of participant to interview and distribute the questionnaires to. Costs and time constraints were also taken into account. This sampling method is heavily criticized because it “is likely to have some form of sampling bias” (Saunders et al., 2009). However, it is
important to note that this argument is not supported by many authors (Black, 2012; Saunders et al., 2007; Jung 2000).

**3.11.1 Sample size**

According to Saunders et al., (2007 p. 204) the sample size in a study is very important because “a sample that is larger than necessary leads to waste of time, resources and manpower, while a sample that is too small produces results with low precision”. With regards to questionnaires, Norwood (2000, p.224) argues that 30 or more per variable should always be considered only the minimum acceptable size for accurately describing a characteristic of a population”. This argument has been supported by the work of Stutley (2003) and Hinke et al., (1988). Therefore, a sample of 30 bank managers was chosen as the sample to fill the questionnaires in this study.

Two senior bank managers from two Angolan banks were interviewed in order to gain more insight into the research area.
3.12 Research Ethics

During research, it is important for researchers to adhere to ethical norms in research. Ethics in research refers to “moral principles and values that influence the way a researcher or a group of researchers conduct their research activities” (Ghuari and Gronhaug, 2005, p.19). According to Saunders et al., (2009) with regard to ethics, there are two dominant philosophical standpoints: deontology and teleology.

The deontological view argues “that the ends served by the research can never justify the use of research which is unethical. In contrast, the teleological view argues that the ends served by your research justify the means”. (Saunders et al., 2009, p.184).

In view of their characteristics, the conduct of this research is guided by the deontological view. All of the participants of the research were informed about the purpose of the dissertation so that they could make an informed decision about whether or not to participate in the research (Bryman and Bell, 2011). Moreover, all the survey results were kept anonymous and confidential, no individual names or organisation appear in the research. The researcher respected participant’s preference not to record their interviews. All the information obtained through interviews will be used only for research purposes. Finally, all data obtained from individual respondents will be kept secure with password and destroyed after research is completed in August 2014.
3.13 Limitations of the research

This study like all other research is subject to limitations. The main limitation was the lack of time available to investigate the research problem. Due to lack of time available, the researcher had to make research choices that affected the value of the research findings.

A small sample size was chosen and as such, it is unclear to what extent findings may be generalised, the results derived from this study should therefore be interpreted with caution. The issue is further aggravated by the fact that a non-probability sampling technique was employed which “cannot be used to infer from the sample to the general population” (Saunders et al., 2009). Furthermore, the technique of convenience sampling was used to quickly reach the targeted sample; this makes the interpretation of the data subject to bias.

It is noteworthy to mention that this research seeks to find out the attitude of bank managers towards CSR in Angola and while it might be of reference to other developing countries especially in Africa, it is not intended to generalise attitudes of CSR in all banks. This is because as highlighted in the literature review, the issue of CSR itself is very contextual. It is also important to note that the researcher anticipated the risk of bias in the research choices which according to Saunders et al., (2009, p.332) “should help to avoid bias “. As suggested by Easterby-Smith et al., (2008, as cited in Saunders et al., 2009, p.332), the researcher employed open questions during the interview to “avoid bias”. Moreover, steps were taken to ensure the anonymity of the questionnaires to prevent participant bias. Finally, the researcher took additional care when analysing the data to ensure it was interpreted in an unbiased manner.
The researcher does recognise, however, that these results will only be valid if participants answered honestly. Whilst, the researcher did take steps to avoid participant bias, interviewees and questionnaire respondents may have given answers that are deemed more publicly acceptable.

A final limitation is that the surveys were translated to Portuguese (the National language of Angola) and the interviews were themselves conducted in Portuguese. There are a variety of criticisms and challenges associated with translating. The main challenge is the “need to produce a close translation of the text so that the two versions are equivalent” (Mackey and Gass, 2012, p.79). In the research community, “no commonly accepted set of standards and procedures has been established for translating questions or for assessing the quality of translations produced” (Presser et al., 2004, p.454). The common view, however, was that translators of questionnaires should be fluent in the languages concerned (Bradley, 2013, p.43). In regards to this, the researcher speaks and writes fluently in Portuguese and has some professional translating experiences. The direct benefit that this had to research was that according to Mackey and Gass (2012, p.79), the quality of the obtained data improves if it is “presented in the respondent’s own language”. 
Chapter 4: Data Findings and Analysis

This chapter presents and analyses the data gathered from the questionnaires and interviews. The findings of this study are presented in four sections. The first part presents the questionnaire analysis. The software package ‘Statistical Packages for Social Sciences’ (SPSS) was used to support the analysis of the quantitative data. This is in accordance with Saunders et al., (2009) suggestion that “all data should, with few exceptions, be recorded with numeric values to make analysis of the data faster”. The second part contains a discussion of the findings from the semi-structured interviews. The third part explores the leading theme of culture which was highly noted throughout the interviews. The fourth part compares the questionnaire and interview data. In order to “describe the meaning, significance and implications of the findings”, we will view the findings in relation to the literature review (Best, 2012, p.303).
4.1 Questionnaire Analysis

4.1.1 Demographic Characteristics

The study collected demographic data of the respondents to report demographic characteristics of the sample. According to Best (2012) this prevents overgeneralization of the findings of the study. The findings are presented using graphical aids and statistical tables.

Chart 1: Gender of the respondents

![Chart showing gender distribution with a significantly higher percentage for males compared to females.]
The banking industry in Angola remains predominantly male-oriented. This is also the case in this study as shown in figure 8 80% of the total number of respondents are males while only 20% are females.

**Chart 2: Age group of the respondents**

The chart shows that majority of respondents consisting of 36.7% of respondents belong to the age bracket 45-54. Furthermore, 30% belong to the age bracket 35-44, and 16.7 belong to the age group of 25-34 and over 55.
The results showed that most of the respondents 73.3% of them worked in the public sector while only 26.7% of them worked in the private sector.
The survey respondents can be considered as highly experienced as 66.6% of them have revealed to be working between 5-20 years while only 13.3% have been working for less than 5 years. This makes the findings more convincing.
The results also showed that when compared with each other the majority of respondents were males working in the public sector between the ages of 45-54.
4.1.2 Ranking of CSR Dimensions by bank managers

Table 3: Economic Dimension Statistics

<table>
<thead>
<tr>
<th></th>
<th>Q5Maximise_profit</th>
<th>Q6Plan_for_success</th>
<th>Q7Always_improve_economically</th>
</tr>
</thead>
<tbody>
<tr>
<td>N Valid</td>
<td>30</td>
<td>30</td>
<td>30</td>
</tr>
<tr>
<td>N Missing</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Mean</td>
<td>1.10</td>
<td>1.07</td>
<td>1.03</td>
</tr>
<tr>
<td>Median</td>
<td>1.00</td>
<td>1.00</td>
<td>1.00</td>
</tr>
<tr>
<td>Mode</td>
<td>1</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Std. Deviation</td>
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<td>.254</td>
<td>.183</td>
</tr>
<tr>
<td>Range</td>
<td>1</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Minimum</td>
<td>1</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Maximum</td>
<td>2</td>
<td>2</td>
<td>2</td>
</tr>
</tbody>
</table>

Table 4: Legal Dimension Statistics

<table>
<thead>
<tr>
<th></th>
<th>Q8Refrain_from_bending_law</th>
<th>Q9Always_comply_with_law</th>
<th>Q10Ensure_employees_act_lawful</th>
</tr>
</thead>
<tbody>
<tr>
<td>N Valid</td>
<td>30</td>
<td>30</td>
<td>30</td>
</tr>
<tr>
<td>N Missing</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Mean</td>
<td>1.37</td>
<td>1.43</td>
<td>1.33</td>
</tr>
<tr>
<td>Median</td>
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<td>1.00</td>
<td>1.00</td>
</tr>
<tr>
<td>Mode</td>
<td>1</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Std. Deviation</td>
<td>.490</td>
<td>.504</td>
<td>.479</td>
</tr>
<tr>
<td>Range</td>
<td>1</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Minimum</td>
<td>1</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Maximum</td>
<td>2</td>
<td>2</td>
<td>2</td>
</tr>
</tbody>
</table>
### Table 5: Ethical Dimension Statistics

<table>
<thead>
<tr>
<th></th>
<th>Q11Permit_ethics_to_affect_performance</th>
<th>Q12Committed_to_ethical_principles</th>
<th>Q13Avoid_compromising_ethical_principles</th>
</tr>
</thead>
<tbody>
<tr>
<td>N</td>
<td>30</td>
<td>30</td>
<td>30</td>
</tr>
<tr>
<td>Missing</td>
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<td>0</td>
</tr>
<tr>
<td>Mean</td>
<td>4.07</td>
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<tr>
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<td>3.00</td>
<td>4.00</td>
</tr>
<tr>
<td>Mode</td>
<td>5</td>
<td>3</td>
<td>5</td>
</tr>
<tr>
<td>Std. Deviation</td>
<td>1.437</td>
<td>1.383</td>
<td>1.234</td>
</tr>
<tr>
<td>Range</td>
<td>4</td>
<td>4</td>
<td>3</td>
</tr>
<tr>
<td>Minimum</td>
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<td>1</td>
<td>2</td>
</tr>
<tr>
<td>Maximum</td>
<td>5</td>
<td>5</td>
<td>5</td>
</tr>
</tbody>
</table>

### Table 6: Philanthropic Dimension Statistics

<table>
<thead>
<tr>
<th></th>
<th>Q14Solve_social_problems</th>
<th>Q15Participate_in_public_affairs</th>
<th>Q16Play_a_role_beyond_profit_making</th>
</tr>
</thead>
<tbody>
<tr>
<td>N</td>
<td>30</td>
<td>30</td>
<td>28</td>
</tr>
<tr>
<td>Missing</td>
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<td>0</td>
<td>2</td>
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<tr>
<td>Mean</td>
<td>1.77</td>
<td>1.77</td>
<td>1.82</td>
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<tr>
<td>Median</td>
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<td>2.00</td>
<td>2.00</td>
</tr>
<tr>
<td>Mode</td>
<td>2</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>Std. Deviation</td>
<td>.504</td>
<td>.504</td>
<td>.390</td>
</tr>
<tr>
<td>Range</td>
<td>2</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>Minimum</td>
<td>1</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Maximum</td>
<td>3</td>
<td>3</td>
<td>2</td>
</tr>
</tbody>
</table>
Table 7: Average Mean score of the four dimensions

<table>
<thead>
<tr>
<th>Dimension</th>
<th>mean score</th>
<th>Rank</th>
</tr>
</thead>
<tbody>
<tr>
<td>Economic</td>
<td>1.06</td>
<td>1</td>
</tr>
<tr>
<td>Legal</td>
<td>1.37</td>
<td>2</td>
</tr>
<tr>
<td>Ethical</td>
<td>3.67</td>
<td>4</td>
</tr>
<tr>
<td>Philanthropic</td>
<td>1.78</td>
<td>3</td>
</tr>
</tbody>
</table>

Table 7 presents the summary of statistics for the four dimensions. The mean score for the four dimensions was calculated by averaging the total mean score given by the respondents on the statements that represented the CSR dimension. It shows that bank managers ranked the economic dimensions as the most important responsibility followed by legal, philanthropic and legal.
4.1.2.1 Bank Managers Attitudes on the CSR Conceptualisation

**Economic Responsibilities** - The respondents viewed the economic responsibility as the most important responsibility (mean 1.06). These findings were consistent with the results by Visser (2008), Hopkins (2007), Ofari (2004), Ibrahim et al., (2003), Angelidis and Ibrahim (2004), Smith et al.,(2001), Edmondson and Carroll (1999), and Aupperle (1994). This reveals that Angolan bank managers understand that economic duties such as providing a return on shareholder’s investment and creating new products and services is their primary responsibility to society.

**Legal Responsibilities** - The respondents placed legal responsibilities as the second-most important responsibility instead of philanthropic responsibilities, as suggested by Visser (2008). This result was not consistent with previous research showing the ranking of pyramid of CSR in the developing world (Amaeshi et al., 2006). However, the results were consistent with Carroll’s conceptualisation of CSR. This implies that legal responsibilities are gaining priority in Angola. This is discussed in more detail in section 4.4.

**Philanthropic Responsibilities** - The respondents placed philanthropic responsibilities as the third most important dimension (mean 1.78). This finding was consistent with previous research that ranks the philanthropic dimensions higher than the ethical dimensions. However, the ranking of dimensions was not consistent with previous research. The little difference in mean between legal and philanthropic dimension suggests that there is a strong emphasis on philanthropy.
Ethical responsibilities – The ethical dimension was placed as the least influential CSR dimension. The mode figures (3 and 5) suggest that respondents either strongly disagreed or were neutral regarding the three statements related to ethics. Using more recent data than Khera (2010) and Kun et al., (2008) the study reaches the same conclusion that ethics has little or no influence over the CSR agenda in the developing world. This sentiment is echoed by the earlier statement that individuals from developing countries are less sensitive to ethical issues. Another explanation is that they do not understand ethical issues. Arnswald (2009, p.65) argues that “to understand these ethical issues or in some cases to even understand them as ethical issues may require considerable background and filling out of the context”.
4.1.3 Hypothesis testing

The independents sample test was conducted to determine whether bank ownership has an influence on CSR studies. The t-test is a means of assessing “whether two groups are different” (Saunders et al., 2009, p.451). As expected, the results showed that there were significant statistical differences between public and private banks in two items (refer to appendix 7 and 8). The first item was ‘I believe that banks must ensure their employees act within the law’. This study found that private banks (mean 1.00) tended to show more agreement with this statement compared to public banks (mean 1.45). This is not unusual as private organisation tend to pay more attention to the issue of individual employee behaviour (Baarspul and Wilderom, 2011). The second item was ‘I believe that banks must avoid compromising ethical issues’. For this item, private banks tended to show greater disagreement (mean 4.63) than public banks (mean 3.55). This result is consistent with the notion that public sector employees are expected to be “more moral, more ethical than proprietary or non-profit employees” (Cooper and Menzel, 2013, p.147). The findings was also consistent with previous where the major statistical difference between both sectors, were in two areas, work recognition and contribution to society (Posner and Schmidt, 1982, cited in Baarspul and Wilderom, 2011). Overall, the results are also inconsistent with previous research which suggests that “ownership structure is associated to CSR in developing countries (Singh and Argwal, 2012, p.407).

From the result of Levene's Test for Equality of Variances, it can be concluded that public and private bank managers have different perceptions of CSR. Therefore, we reject the null hypotheses that bank ownership structure does not have an influence on CSR attitudes and accept the hypotheses that bank ownership structure does have an influence on CSR attitudes.
4.2 Interview Data Analysis

The aim of the semi-structured interviews was to find out the ranking of CSR dimensions by senior managers. The role of the interviews was also to establish whether there were differences existed between the perception of senior and middle managers. It was thought that a clear idea of the attitudes of those who implement CSR decisions would help us to explain the perception of middle managers, and help us to understand better the drivers of CSR in Angolan banks and the type of CSR activities banks are pursing. The questions were developed from the literature review and research aims and objectives.

The two interviewee’s responses to all the research questions were collated and analysed and all the directly related answers were elicited.

4.2.1 Research question 1- what are the attitudes of Angolan bank mangers towards CSR?

4.2.1.1 Economic Responsibilities – The interviewees believed that all organisations have the principal responsibility for meeting their financial and economic expectations. Interviewee 1 (from bank 1) pointed out that “if you are not in business to make profit you should not be in business”. Interviewee 2 (from bank 2) stated that the needs of the Angolan society will only be met if the industry meets their economic goals. These sentiments are consistent with theory that “the first and foremost social responsibility of business is economic in nature” (Carroll, 1979; Ofari, 2004; Visser, 2008). This also shows that there is a consistency of thought among scholars that business corporate leaders in both developed and developing are oriented towards economic goals.
4.2.1.2 Legal responsibilities – Surprisingly to the researcher, both interviews agreed that it is important to comply next with various state regulations. According to interviewee 1, in five to ten years, the banking sector will hold too much control over the economy to not give “priority to legal requirements when making decisions about CSR”. Parallel to the comments made by interviewee 1, interviewee 2 stated that any “proper (banking) system especially in developing economies can only prosper sustainably if it complies with state laws”. The general feeling about legal responsibilities was one of vital importance to the interviewees. The interviewees responses also indicated that legal responsibly have a higher priority than philanthropic responsibilities in their banks. This would lead to the conclusion that legal responsibilities play a larger part in Angolan bank’s CSR than philanthropic responsibilities.

4.2.1.3 Philanthropic Responsibilities - Both of the interviewees felt that it was very important for businesses to give back to society. Interviewee 1 raised the point that the society will only improve if businesses give back to the community. Interviewee 2 made an interesting observation that the other responsibilities are not perceived by all stakeholders. However, with philanthropic responsibilities, banks are able to make visible difference to the community. These findings support Visser’s (2008) proposition that there is a stronger emphasis on philanthropy in developing countries than on ethical issues. On the other hand, as a whole, these result show that interviewees rank legal responsibilities higher than philanthropic responsibilities. These findings show the opposite of Visser (2008) and Carroll (1979) research.
4.2.1.4 Ethical Responsibilities- From the interviewee’s responses, it was deduced that ethics had no influence on their CSR agenda. Their responses revealed a general lack of understanding of the notion of ethical responsibilities. These results support the criticism that ethical responsibilities are “ill-defined and open to debate” (Vallabhaneni, 2009, Rungler, 2010). Generally, the findings support the notion that ethics tends to have little or no influence on the CSR agenda in developing countries (Visser, 2008).

Both interviews produced the same order of preferences for the four responsibilities. This order was reinforced when the question was repeated at the end of the interview.

4.2.2 Research question 2- what are the main drivers of CSR in Angolan banks?

Interviewee 1 emphasised that the main motivation that has driven bank 1 to pursue CSR is political reforms. In recent years, the Angolan government has put in place regulatory changes that call for CSR. The company had been practising some form of CSR for many years but “as the issues are getting more and more important” among regulators it has made it mandatory for the bank to practice CSR on its own and on a wider scale. Similarly, interviewee 2 noted that the Angolan government is putting regulatory pressure on banks to apply more long-term sustainable business practices. This is in order to “increase the level of trust in the banking system”, ensure the industry is” beneficial to the economy” and be as “successful” as possible. These comments provides a key learning in this research as it helps to explain why legal responsibilities have a higher priority than philanthropic responsibilities. These findings are consistent with DeOliveira (2006) arguments that political changes is a key driver for CSR in developing countries.
The comments also illustrate and support Louisot and Ketcham (2014, p.133) point that “companies today are concerned with ‘reputational risks’. It also highlights the fact that CSR seems to be increasingly perceived as a way to improve a corporation’s reputation and standing (Visser, 2008). This is consistent with Chapple and Moon’s (2005) study which found a strong relationship between reputation management and CSR reporting.

Interviewee 2 noted that government demands have been a significant driver for CSR in bank 2. He further stated that “while 10 years ago, no one knew of the concept of CSR, today it is also highly demanded among our customers”. Interviewee 2 recognised that while (national) customers do not fully understand what CSR means or recognise its importance, they do, however, make demands “related to CSR”. From further clarification, the interviewee revealed that these CSR demands include quality employees and honest and transparent products and services. These comments support the idea that “responsible activities are increasingly valued and demanded” by stakeholders in developing countries (Singh et al., 2013).

Thus, the main reasons for CSR, according to the interviewees, are political reforms, investment incentives and stakeholder pressure, namely from the government and customers.
4.2.3 Research question 3- What type of CSR activities are banks pursuing?

In his role as senior bank manager, interviewee 2 has taken on many CSR initiatives with the objective of providing assistance to the community. One of the first initiatives was personally establishing the Information Technology in the Classroom program (TISA) which provides computers to rural schools. Since 2011, the program has provided over 500 computers to 30 schools. Since 2013, interviewee 2 has also taken the initiative for hiring more people from rural areas. This program creates jobs for unemployed youths and gives a boost to the local economy. Interviewee 1 has taken on major initiatives in the field of health. Since taking over this position in 2012, the bank has increased overall donations to AIDS charity. Last year the bank became the official sponsor of the HIV/AIDS awareness campaign called “Pensa em ti e nos outros” (think of you and others).

These responses indicate that CSR in the Angolan banking industry is mostly oriented to the society as they refer to issues such as charity and community development. Their responses also illustrate the point that banks in developing countries play an important role in accelerating economic growth by reaching out to the semi urban and rural areas (Koenitzer, 2013). Moreover, they support Visser’s (2008, p.482) proposition that “CSR in developing countries is most directly shaped by the socio-economic environment in which firms operate and the development priory this brings”. Although, the interviewees did not mention specially that ‘governance gaps’ is a critical diver for CSR, it was found that CSR in the banking sector is a response to governance challenges. This is because according to the literature, there is a link between CSR efforts undertaken by organisation and governance gaps left by governments such as housing, roads, electricity, and those mentioned by the interviewees: healthcare and education (Visser, 2008).
4.3 Culture

In addition, to these findings, a dominant theme emerged from the interview data, which is explained in more detail in this section. This is important because according to Saunders et al., (2009) “the process of qualitative analysis generally involves recognising relationships within and between categories of data”.

The influence of culture was noted throughout both of the interviews. It had an important influence in all three research questions. It affects how CSR is perceived, driven and conducted in their organisations.

The interviewees demonstrated a pattern of comments that indicated that as citizens they felt an inherent obligation to contribute to practice CSR. Interviewee 1 stated that as an Angolan, he felt a sense of obligation to make sure that his bank acts in a socially responsible way. Coming from a poor background, interviewee 2 stated that “I always promised myself that if I came into a position of power, I would help my people”. Although these comments are a result of patriotism and personal experience, they draw strongly on African indigenous concepts like harambee, tskedada, unbuntu amd zekut (Klins et al., (2010 cited in Ahmad and Crowther 2013).

When probed if their bank’s approach to CSR was influenced by international standards and institutions, there mixed results. Interviewee 1 felt that while they had helped them to think about their activities in a more responsible way, it did not exercise strong influence over their CSR Agenda. This is because “their way of doing business is not suited to our way of doing business”.

Interviewee 2 felt that international institutions viewed CSR activities as being very technical. When setting up the bank’s CSR plan “my main objective was to set up a simple
“and cost effective framework for behaving in an appropriate way and giving back to the community”. Along similar lines, interviewee 1 said that that although bank 1 began to practice CSR on its own in 2010, they have, however, always practiced some form of CSR. This is because the bank has always upheld the tradition of giving back to the community. These findings are consistent with the finding of Adegbite et al., (2013) and Amaeshi et al., (2006) study in Nigeria which found that business practices stretch back to the regions culture. These findings also directly relate to the literature review which noted that corporate responsibility in emerging markets is less embedded in corporate strategies. This again is as a “result of strong indigenous traditions of philanthropy in developing countries” according to Visser (2008, p.490). In addition, it confirms Ward et al., (2006) proposition that CSR in developing countries is not a new development; it has previously existed although it has not been labelled CSR.

The effect of the financial crisis on bank’s CSR activities was noted but not in the great deal that the researcher had anticipated. Whilst it was interesting to note that banks only started practicing CSR after the onset of the global financial (Bank 1 in 2010 and Bank 2 in 2011), it was found that as much as they were driven by sustainability reasons, the influence of culture was still dominant. This finding was further emphasised by interviewee 2’s comment that “since the crisis, we have felt under more pressure to ensure the bank is behaving in a way that is responsible to the community”. These findings are lend support to Visser (2008) Adegbite et al., (2013) Amaeshi et al., (2006) and Klins et al., (2010) research findings that Africa’s cultural context influences attitudes towards CSR.
### 4.4 Data comparison: comparing data from the quantitative and qualitative data sources

The research experienced two advantages from combining quantitative and qualitative research methods in a single study. The first advantage is that research findings support each other as middle managers and senior managers have the same order of ranking. This gives us confidence that the findings can be trusted and allows us to make inferences about them (Saunders et al., 2009). The second advantage is that the interviews helped us to explain why respondents ranking of dimensions are slightly different with Carroll’s conceptualisation of CSR and Visser’s (2008) interpretation of CSR in developing countries.

The respondents placed legal responsibilities as the second most important dimension. This ranking is similar to Carroll’s concept of CSR. While scholars like Visser (2008) argue that that legal dimension has a lower priority in developing countries, the findings shows could show evidence of a change in perceptions. According to the interviewees, this is due to stricter supervision and controls imposed by governments. Therefore it can be inferred that in Angola, it is becoming important for banks to fulfil their legal obligations. Their legal obligation to society and government is overtaking their strong indigenous traditions of philanthropy. From the results we can imply that that legal responsibility become more important as countries develop and as financial systems grow. The findings however, do not necessarily imply that philanthropic responsibilities have lost their importance but that in the face of growth and development they can become less valued. The findings therefore support Carrol’s (1979 proposition that the second CSR component: legal, involves businesses complying with the “societal legal system”.

The overall ranking of dimension was not consistent with Visser or Carroll’s conceptualisation of CSR. However, as would be expected, respondents ranked philanthropic responsibilities higher than ethical responsibilities. As mentioned beforehand, this may be due to strong influences of culture and the lack of understanding of ethical issues. Figure 10 shows the pyramid of CSR for this study.

**Figure 10: The Pyramid of Corporate Social Responsibility for this study**
Chapter 5 Conclusions and Recommendations

This study has explored the attitudes of Angolan bank managers towards CSR, as well as the drivers of CSR and the type of CSR initiatives banks are pursuing. The knowledge gained from both the secondary and primary sources allowed the researcher to adequately answer all the research questions and achieve the research objectives. For clarification purposes, the study will now conclude the findings of the main research questions.

5.1 Angolan Bank Managers attitudes on the CSR Conceptualisation

The study provides evidence that Angolan bank manager view CSR as important. The results of the questionnaire showed that the economic dimension had statements with higher agreement than the other dimensions. This study revealed the opposite of previous studies by Visser (2008), who found legal dimensions to rank second by respondents, followed by philanthropic and ethical dimensions. This order of importance was confirmed by the fact that the results of the questionnaires and interviews show very similar results. The difference in ranking suggests that from the view of Angolan bank manager’s, legal responsibility is seen as more important than participating in philanthropic and charitable activities. This result could have two major implications for how CSR is viewed in the developing world. The first implication is around the notion that legal responsibilities have a lower priority in developing countries. Although, it is well documented that developing countries are behind the developed world in terms of incorporating CSR issues into their legislations, as is the case in Angolan banks, there are legislative changes taking place. These results, therefore, indicate that such changes may have an impact on the CSR perceptions among managers.
The second implication surrounds the argument (or myth) that in developing countries, cultural traditions dictates that the second most important dimension is the philanthropic dimension. This study appears to have found the opposite results, that legal responsibilities such as ensuring that employees fulfil their legal obligation can be more important than helping to solve social problems. Although the study did verify that culture affects the ranking of dimensions, it does, however, show that perceived priorities can change over time as conditions change (or in the case of Angola as the country and financial system grows).

The results of this study also confirmed the hypothesis that bank ownership structure affects attitudes towards CSR. These results confirms the CSR literature, which states that in the context of developing countries, there are differences in behaviour of firms controlled by state and non-state toward CSR (Li and Zhang, cited in Singh and Agarwal, 2012, p.407). The implication of this finding is that banks will need to approach the issue differently and consequently improve on the certain dimensions of CSR that do not come naturally to them. This in the researcher’s opinion will ensure that the sector as a whole is speaking with one voice regarding the issue of CSR, and only then will CSR cause the positive development of the banking sector as is expected by the Angolan government.
5.2 The majors drivers for CSR in Angolan banks

Prior to the commencement of the research, the researcher was of the opinion that banks were motivated to practice CSR as a result of the financial crisis. Secondary data pointed to the fact that the financial crisis led to increased scrutiny of the behaviour of banks and their role in the society in both developed and developing countries. However, according to primary data, the main drivers of CSR in Angolan banks are political reforms. The legislative changes in the financial system have been the most significant drivers for CSR in Angola.

The findings of this study showed that changing state regulations have caused banks to focus more on CSR issues. This indicates that bank managers in some form are responding to the ‘serious’ push for CSR strategies being made by the Angolan government. Stakeholder pressure has become another critical driver for CSR in Angolan banks. The results of the interview analysis show strong evidence that CSR is becoming increasingly demanded by stakeholders.

From the responses of the interviewees, the researcher was able to identify other drivers of CSR that were consistent with Visser’s (2008) research. The study found evidence that CSR in Africa is highly influenced by cultural traditions. It was found that cultural traditions of philanthropy influenced the answers of the three research questions. This factor continues to make the manifestation of CSR in developing countries different from those of developed countries. This study therefore, reaches the same conclusion as Visser (2008, p.482) that “value-based traditional philosophy of African humanism (Ubuntu) is what underpins much of the modern, inclusive approaches to CSR on the continent”.

The major implication of this study is that it raises the question if CSR is still relevant in its application to developing countries, since countries like Angola already have deep-rooted indigenous cultural traditions of philanthropy. It seems they already do what CSR entails
without calling it CSR so is there a need for an overlap? The research found that bank managers in Angola already have a deep sense of economic responsibility. They are being driven by the government (not themselves) to perform their legal duties. In addition, the research found that the ethical dimension was the least important CSR dimension. This stems from the fact that developing countries are laden with corrupt in the governing or even business processes, there is little transparency and inefficient reporting structures (Crane et al., 2008). In this regard, how relevant is CSR to the bank industry in Angolan? The researcher recommends that further study needs to be undertaken to capture in more detail the influence of culture on Carroll’s (1979) conceptualisation of CSR.

The study found evidence that might imply CSR is being increasingly viewed as a way to improve a corporation’s reputation and standing (Louisot and Ketcham, 2014). It also found that CSR is seen as a way to improve societal conditions. This is evidence that although CSR in Africa is less embedded in corporate strategies, there is evidence that a more strategic approach is emerging. This strategic approach to CSR is coming from the government and not banks. One implication of this is that, while the government is emerging as a key activist for CSR in the banking sector, banks are not pursuing CSR practices that demonstrate that they view CSR as strategic. This will be discussed further in the next subsection.
5.3 The CSR activities banks pursuing are pursing

The results found that banks are mostly involved in philanthropic activities. These include contributions toward health, educational, social and other community services. A significant point to note is that while the interviewees did note that stakeholder pressure, namely from the government is a key driver for CSR; they do not carry out CSR activities directly oriented to this stakeholder groups. Our study shows that there seems to be a lack of alignment (and behavioural expectation) between the banks and government.

Primary data highlighted the fact that the Angolan government perceives CSR as a way for banks to improve their performance. However, our study found that banks tend to focus on CSR activities that improve the society and not their performance. Whilst, bank managers are conscious of the fact that their primary and secondary responsibility to society is fulfilling their economic and legal obligations (and this involves improving their performance), it seems that in practice, they still assume responsibilities based on cultural traditions.

This may indicate that the Angolan government may have to help banks to advance their CSR domain. Additionally, bank managers need to align their CSR values and behaviour with the expectation of the government. At present, banks practice CSR to help the society. How will this type of CSR inject new air into the banking system or more importantly supplement the country’s economic strength? Therefore, the researcher recommends that banks should equally focus on the other four CSR dimensions in the banking industry as developed by Perez and Bosque (2014). This includes CSR oriented to customers, CSR oriented to shareholders and supervising boards, CSR oriented to employees and especially the general CSR dimension which include corporate responsibilities towards the government. Similar to developed countries, bank managers in Angola need to promote more activities which they tend to benefit the most (Pérez and Del Bosque, 2012). Their CSR agenda has to
progress into the other listed dimensions because they can give them more tangible benefits which can improve their long-term sustainability (such as improving the level of customer loyalty). Only then will CSR become relevant to the banking sector and allow bank managers to be able to meet the expectations of the Angolan government.
Chapter 6 Self-Reflection

Reflection is defined as a “form of mental processing-like a form of thinking- that we use to fulfil a purpose or to achieve some anticipated outcome” (Moon, 1999, p.99). This final chapter will reflect on the learning process undertaken during the MBA course. The purpose of this learning portfolio is to improve the researcher learning by reflecting on the learning experiences they have had. The chapter will reflect on the dissertation process, use of sources, dissertation formulation, researcher’s own learning and finally, future application of learning.

6.1 Reflection on Process

The researcher has always intended to choose a topic that could enhance her job prospects. As, the researcher wanted to improve her chances of getting employed in the banking industry in Angola she considered a research topic that could be of real value to them. According to Farmer (2013, p.121) it is increasingly the case that student select a “research that can enhance their career and that can contribute to the body of literature in their related research area”. The research was based on Corporate Social Responsibility (CSR) because the researcher is well aware that banks attention to the topic has increased in the last few years. Whilst, 5 years ago the topic of CSR was not high on banks agenda today it has become a very important topic.

From reading secondary data the researcher quickly noticed that the topic had much more significance than previously thought. The government was heavily invested in the development of CSR industry within the banking industry. However, from talking to different contacts in the industry about the research topic the researcher discovered that although they
had much to say about the topic they knew very little about the fundamentals. This discovery made by chance was of particular importance because it allowed the researcher to narrow down the research topic. The literature review was therefore focused on defining the topic of CSR and understanding how it is perceived by bank managers.

At the early phase of the research process, the researcher found it difficult to decide on what information to include in the literature review. Discussions with the supervisor and more in depth reading of the literature allowed the researcher to refine the information. The researcher used primarily the DBS data base to find up-to-date journals that could provide a strong base for answering the research questions. As a result of financial crisis, the topic of CSR in banks was very well explored but not in the context of developing countries. As a result, finding enough information on the specified topic was not easy. This meant that the literature review process took much longer than originally planned. The researcher had to change the focus of the research in order to find relevant information. This included identifying key terms and narrowing the research topic into basic search terms. For example, instead of searching for CSR in developing countries the researcher narrowed the search terms into concepts such as CSR in Indian banks or CSR in Chinese banks. On reflection, the researcher was surprised by the large amount of literature there was on the research topic and how this simple method for finding relevant affected the dissertation process. Learning this has really has helped the researcher to develop good research skills which will help her in future research projects.
6.2 Reflection on sources

The researcher used many different sources to find the most relevant information. They included books, academic journal articles, company reports, government reports, and reliable websites.

At the start of the literature review process the researcher had the assumption that all the sources gathered would be related to the research topic. Although, as mentioned previously, there were sufficient sources, the researcher still found it necessary to research specific subjects. As the process went on the researcher learned that this was a very important part of the research process because it not only allowed the researcher to gain a deeper understanding about the topic of CSR but also make important interpretations. For example, during the review of literature the researcher learned about the major influence culture has on developing countries, studying the topic on its own really allowed the researcher to pick up on the importance of this theme during the interviews. Another assumption that the researcher had was that articles that were relevant to the research area were relevant to this research. This, however, was not the case as the researcher found in time that some articles that appeared promising were not appropriate to the research questions being investigated. The researcher therefore, learned to identify key information and further develop her analytical skills.

The most important item the researcher learned about finding information in the CSR topic is the importance of reading the papers cited in the journal articles. As, the topic of CSR is very subjective it was important that the researcher went to the original source of information and found out more about the writers views on the topic or how they came about reaching certain conclusions. This was very useful because it allowed the researcher to understand and explore the ideas, concepts or notion that lay behind the research answers.
6.3 Reflection on the formulation of dissertation process

The sources the researcher used provided a strong base for answering the research questions. They were very useful in filling certain gaps in the problem that was being investigated and for drafting the interview questions.

The researcher really found it difficult to draft the questionnaire. The researcher spent almost 3-4 weeks designing a questionnaire that would provide the information needed to answer the research questions. After several meetings with the supervisors the researcher really learned the importance of adapting the questions in a survey to meet the needs of the targeted sample. This challenge was a valuable experience because it really helped the researcher to appreciate the point that in questionnaire design it just as much about the people who are going to fill in the questionnaire than it is about the collecting information that is needed to answer the research questions. Having this in mind, will allow the researcher to overcome such a problem in the future.

The researcher had the original assumption that the financial crisis was the main driver for CSR in Angolan banks (and most developing countries). This is because most of the secondary data was pointing to this factor. The financial was thought to have highlighted the need for CSR in banks worldwide. As, most of the literature for the drivers of CSR was still behind this development the researcher felt that the dissertation would report how CSR in developing countries was influenced by the financial crisis. However, the findings revealed that political reforms, stakeholder pressures and cultural traditions of philanthropy were the key motivators for engagement with CSR. These results really surprised the researcher and changed the direction of the study.
If the researcher were to this research again she would avoid preconceived notions to view the information objectively throughout the dissertation process and therefore not be caught out by the findings of the research.

6.4 Reflection on own learning

According to Kolb (1984, p.38) “learning is the process of whereby knowledge is created through the transformation of experience”. Kolb (1984) developed a four-stage cycle that learners go through in the learning process (Venkatash et al., 2003 (figure 11). They consist of concrete experience (CE; a feeling dimension) reflective observation (RO; a watching dimension) abstract conceptualization (AC; a thinking dimension) and active experimentation (AE; a doing dimension) (Phillips and Gully, 2012).

**Figure 11: Kolb’s learning cycle**

(Source: Kolb, 1984)
Kolb (1984) suggests that students prefer to learn in a particular way. The researcher always learns best through reflecting. As per Kolb (1985, cited in Phillips and Gully, 2012, p.112) this style “depends on concrete experience and reflective observation”. This learning style had many implications during course of study. The researcher struggled to fully get immersed in the MBA programme. It was very hard for the researcher to stop thinking about things and just try them. The researcher was also too self-involved to really contribute to class discussions or group meeting. However, the researcher is well aware that throughout the MBA programme especially the dissertation stage the researcher moved through the cycle at a quicker pace no matter how uncomfortable it was. The researcher did not have to make a conscious effort to have an open mind or try new challenges but it was the realisation that this was something that needed to be done very quickly and effectively that really brought out the other leaning styles. This evolvement was evident in the researcher decision to learn to use the SPSS programme, something that the researcher was quite nervous to do but did nonetheless. Moreover, the fact that two interviews were conducted something that was not part of the initial plan really shows that the researcher has become more open to try other things. The researcher is aware that further development is necessary in this area but the fact that the researcher now understands this shows that the researcher has become more passionate about learning.
6.5 Skills Development

This section will highlight the main skills the researcher developed during the MBA programme:

6.5.1 Time management

As a reflector, the researcher tends to be slow at doing assignments. The researcher spends a lot of time thinking through on things and thus time management was a serious problem. During the course of my MBA program, the researcher discovered time management is a skill that takes time to develop. Initially it was very hard to get the time management planning right. The researcher realised quite quickly that multi-tasking and overlapping of assignment is not the best approach in accomplishing result. The researcher learned that her mind and brain works more efficiently when its focus on one thing at a time. When it came to the dissertation the researcher focused on one section at a time this approach helped the researcher to be more productive. The fact that the researcher finished the dissertation 8 days before the deadline demonstrates great improvement in this skill.

6.5.2 Decision Making

The MBA program has helped the researcher to horn her decision making skill. Prior to the MBA the researcher struggled to make decisions on her own. From her previous jobs and program of studies the researcher was used to being told what to do at everything. As, this was not the case in this MBA programme, this really helped the researcher to think for herself, make her own decisions and live with those decisions. The dissertation really helped
the researcher to develop this skill. The researcher had to choose her own topic, data collection methods etc. The researcher believes that this skill will be relevant to her home and work life.

6.5.3 Ability to challenge myself

An important area in which the researcher developed is in her ability to challenge herself to grow. Prior to the MBA the researcher had a lack of belief in her professional ability. The understanding gained through the MBA has really helped the researcher to become more confident with herself, she now finds herself more open to professional development. That is why immediately after the MBA, she will enrol in the ACCA program. The driving factor behind her decision has also changed. Whilst, the researcher decided to do the MBA for employability reasons she finds that she wants to continue her professional development for herself. The development of this skill is therefore, leading the researcher to a new and exciting professional direction.
6.6 Future applications of learning

Looking back the researcher believes that the MBA has helped her to grow as a person and professional. The whole MBA process (coursework, presentations, discussions etc.) has forced the researcher out of her comfort zone by subjecting her to different experiences where she had to constantly try new things. In this way, the programme allowed the researcher to develop new skills that she was once felt were out of her research such as interviewing skills, presentation skills, analytical skills, and research skills.

The main reason that the researcher did the MBA in finance programme was to work in the financial services in Angola. The knowledge, expertise and skills she has gained throughout the programme will not allow her to get into the financial sector but become a more effective professional. This is because the MBA has helped the researcher to learn the importance of learning and always striving for more. She has learned a lot about herself and in this regard has a more clear direction of who she wants to be, where she wants to go and what she needs to do to get there.

Before this whole process the researcher was quite content to get a front desk job but now that she is more confident in her abilities, her dreams have gotten bigger. The researcher plans to enrol in the ACCA programme to enhance further her job prospects.
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Chapter 8: Appendices

Appendix 1: The number of banks operating in Angola

<table>
<thead>
<tr>
<th>Banks</th>
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<th>2006</th>
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<td>Subsidiaries and Foreign banks</td>
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<td>6</td>
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</table>

As adapted from KMPG (2012)
### Appendix 2: Scholars defining CSR (source: adapted from Russell (2010 p.44-47))

<table>
<thead>
<tr>
<th>Scholars</th>
<th>CSR Definitions</th>
<th>Critical Questions/Dilemmas</th>
</tr>
</thead>
</table>
| Bowen (1963)      | “[CSR] refers to the obligations of businessmen to pursue those policies, to make those decisions, or to follow those lines of action, which are desirable in terms of the objectives, and values of our society. “Interest in politics, in the welfare of the community, in educations, in the “happiness” of its employers, and, in fact, in the whole social world about it. Therefore, business must act justly as a proper citizen should.”

| Frederick (1960)  | “Social responsibility in the final analysis implies a public posture toward society’s economic and human resources and a willingness to see that those resources are used for broad social ends and not simply for the narrowly circumscribed interests of private persons and firms.”

| Why is “social responsibility” only “a public posture toward ….resources”? What about intangible matters of CSR? |
| Sethi (1976)      | Social responsibility implies bringing corporate behaviour up to a level where it is congruent with the prevailing social norms, values, and expectations of performance.”

| How does it address businesses’ influences on “social norms, values, and expectations of performance”? |
| Drucker (1984)    | “… the proper social responsibility of business is to tame the dragon, that is to turn a social problem into economic opportunity and economic benefit, into productive capacity, into human competence, into well-paid jobs, into wealth.”

| What about non-tangible, non-economic benefits? How to measure these opportunities? |
| Wood (1991)       | Argues that the basic idea of corporate social responsibility is that business and society are Interwoven rather than distinct entities.

| How does society evaluate business’ social responsibility if, being interwoven, it may be influenced by business irresponsibility? |
| McWilliams and Siegel (2001) | CSR is “situations where the firm goes beyond compliance and engages in actions that appear to further some social good, beyond the interests of the firm and that which is required by law.”

<p>| What are the boundaries of “some social good”? How to address potential disparity between different social groups’ understanding of “some social good”? |</p>
<table>
<thead>
<tr>
<th>Author(s)</th>
<th>Citation</th>
<th>Definition</th>
<th>Questions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Kotler and Lee</td>
<td>(2005)</td>
<td>“Corporate Social Responsibility is a commitment to improve community well-being through discretionary business practices and contributions of corporate resources.”</td>
<td>Does this exclude business organisational internal wellbeing?</td>
</tr>
<tr>
<td>Hopkins (2007)</td>
<td></td>
<td>“CSR is concerned with treating the stakeholders of the firm ethically or in a responsible manner. ‘Ethically or responsible’ means treating stakeholders in a manner deemed acceptable in civilised societies. Social includes economic responsibility. Stakeholders exist both within a firm and outside – for example, the natural environment is a stakeholder. The wider aim for social responsibility is to create higher and higher standards of living, while preserving the profitability of the corporation, for people both within and outside the corporation.”</td>
<td>How to define universally acceptable benchmarks of “civilised societies”? How to represent nature as a valid stakeholder? What constitutes “higher and higher standards of living”?</td>
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</table>
### Appendix 3: Characteristics of CSR in developing countries

<table>
<thead>
<tr>
<th>Statement</th>
</tr>
</thead>
<tbody>
<tr>
<td>CSR tends to be less formalised or institutionalized</td>
</tr>
<tr>
<td>Where formal CSR is practiced, this is usually by large, high profile national and multinational companies</td>
</tr>
<tr>
<td>Formal CSR codes, standards, and guidelines that are most applicable to developing countries tend to be issue specific</td>
</tr>
<tr>
<td>CSR is most commonly associated with philanthropy or charity</td>
</tr>
<tr>
<td>Making an economic contribution is often seen as the most important and effective way for business to make a social impact</td>
</tr>
<tr>
<td>Business often finds itself engaged in the provision of social services that would be seen as government’s responsibility</td>
</tr>
<tr>
<td>The issues being prioritized under the CSR banner are often different in developing countries, for example, tackling HIV/AIDS</td>
</tr>
<tr>
<td>Many of the CSR issues in developing countries present themselves as dilemmas or trade-offs</td>
</tr>
<tr>
<td>The spirit and practise of CSR is often strongly resonant with traditional communitarian values and religious concepts in developing countries</td>
</tr>
<tr>
<td>The focus on CSR in developing countries can be a catalyst for identifying, designing and testing new CSR frameworks and business models</td>
</tr>
</tbody>
</table>

*(As adapted from Visser, 2008)*
Appendix 4: Questionnaire

1. Gender:
   - Male □
   - Female □

2. Age Range:
   - Under 25 □
   - 25-34 □
   - 35-44 □
   - 45-54 □
   - Over 55 □

3. Your bank is:
   - Public □
   - Private □

4. Your services in the bank:
   - Less than 5 years □
   - 5-10 years □
   - 11-20 years □
   - 21-30 years □
   - More than 30 years □

Below is a list of questions. Please mark the most suitable option as it applies to you.

<table>
<thead>
<tr>
<th>I believe that banks must:</th>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Neutral</th>
<th>Disagree</th>
<th>Strongly disagree</th>
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<tr>
<td>Maximize profits</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Plan for their long term success</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Always improve economic performance</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Refrain from bending the law even if this helps improve performance</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Always comply with the law</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Ensure their employees act within the law</td>
<td></td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Permit ethical concerns to negatively affect economic performance</td>
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<td></td>
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</tr>
<tr>
<td>Be committed to ethical principles</td>
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<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Avoid compromising ethical standards in order to achieve corporate goals</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Help solve social problems</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Participate in the management of public affairs</td>
<td></td>
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<td></td>
<td></td>
<td></td>
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<tr>
<td>Play a role in society that goes beyond profit making</td>
<td></td>
<td></td>
<td></td>
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</table>
Appendix 5: Cover Letter

Dear Respondent,

In partial fulfilment of the requirements for MBA in Finance I am required to complete a research project. As a part of which, I am doing a survey which looks at the attitudes of bank managers towards corporate social responsibility (a company’s sense of responsibility towards the society).

I appreciate your kind cooperation in this exercise. Your answers to the following questions will help me to complete my thesis. Please answer the following questions as honestly as possible. There are no ‘right’ or ‘wrong’ answers.

Your answers are strictly confidential. Feel free to withdraw from participation any time.

Thank you for your help.

Enia Ferreira
Appendix 6: Interview Questions

1. Does your bank practice CSR?

2. How long do you think has your bank practiced CSR?

3. In your opinion is it important that banks practice CSR?

4. CSR is identified as a set of four responsibility categories: Economic, legal, ethical, and philanthropic responsibilities. Can you rank these from most important to least important?

5. What do you think drives CSR in your bank?

6. Has the financial crisis affected your banks CSR practices?

7. Since the crises, do you feel under more pressure by your stakeholders to exercise CSR practices? (If yes, which ones?)

8. Is your bank’s approach to CSR influenced by international standards and institutions?

9. What are the CSR initiatives have you personally taken ever since you came to this position?

10. Could you please rank again the four categories of social responsibilities: economic, legal, ethical and philanthropic?
### Appendix 7: CSR Group Statistics

<table>
<thead>
<tr>
<th>Question</th>
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<th>Std. Deviation</th>
<th>Std. Error Mean</th>
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## Appendix 8: Independent Samples Test

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<th>Question</th>
<th>Levene’s Test for Equality of Variances</th>
<th>t-test for Equality of Means</th>
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<td></td>
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Q13 Avoid compromising ethical principles
Q14 Solve social problems
Q15 Participate in public affairs
Q16 Play a role beyond profit making

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