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Declaration

I, (Sanjeeb Adhikari), declare that this thesis is a result of my research investigations and findings. Sources of information other than my own have been acknowledged and a reference list has been appended. This work has not been previously submitted to any other university for award of any type of academic degree.

Signature.....

Date.....

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Abstract

This study explores manager's Corporate Social Responsibility (CSR) perceptions in commercial banks of Nepal, examines bank's actual CSR performances in the fiscal year 2011/12 and shows the association between manager's motive and CSR performances. Manager's opinions are explored primarily on certain motives, as the reasons behind involving in CSR activities; implementation factors that influence the execution of CSR activities; and evaluation techniques that are using to evaluate the effectiveness of such activities in Likert scale. On the other hand, bank's CSR performances are measured using three major indicators- Environmental management, Responsible financial products and Social conduct. 16 variables in motive reasons and 21 indicators in CSR performances are used from the previous two CSR related researches of Brønn and Vidaver-Cohen (2009) and Scholtens (2009) respectively. By using some similar descriptive techniques from such researches, the responses and results are quantitatively figured out in this study. The association between CSR motives and CSR performances is tested using Pearson's product-moment correlation through SPSS.

The descriptive results in motive levels are not much different than previous researches. The study shows that managers mainly involve in CSR activities to improve the image and concern for society's future while substantially disagree with the reason to avoid regulation. On the other hand, Banks concentrate in social conduct related activities, as CSR performances, preferably sponsoring and community involving leaving behind the investment in environmental protection related issues. Finally, the statistically insignificant relationship between these two main variables- CSR motives and CSR performances shows that some other factors can influence the execution of CSR than only manager's willingness.

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Acronyms

ADBL	Agricultural Development Bank Limited
BoA	Bank of Asia
BoK	Bank of Kathmandu
CA	Constituent Assembly
CBL	Citizens Bank Limited
CCBL	Century Commercial Bank Limited
CEO	Chief Executive Officer
CIVIL	CIVIL Bank Limited
CPA	Comprehensive Peace Agreement
CPN-M	Communist Party of Nepal- Maoist
CSR	Corporate Social Responsibility
CSR2	Corporate Social Responsiveness
CSP	Corporate Social Performance
CTBN	Commerz and Trust Bank Nepal Limited
DCBL	Development Credit Bank Limited
DFID	Department for International Development
DJSGI	Dow Jones Sustainability Group Index
DSI	Domini 400 Sustainability Index
EBL	Everest Bank Limited
EP	Equator Principles
ESI	Ethibel Sustainability Index
GBL	Global Bank Limited
GDP	Gross Domestic Product
HBL	Himalayan Bank Limited
IFC	International Finance Corporation
JBNL	Janata Bank Nepal Limited
KBL	Kumari Bank Limited
KIST	KIST Bank Limited
LBL	Laxmi Bank Limited
LUBL	Lumbini Bank Limited
MBL	Machhapuchhre Bank Limited
MEGA	MEGA Bank Limited

NABIL	Nabil Bank Limited
NBBL	Nepal Bangladesh Bank Limited
NBI	Nepal Business Initiative
NBL	Nepal Bank Limited
NCC	Nepal Credit and Commerce Bank Limited
NGO	Non-Government Organization
NIBL	Nepal Investment Bank Limited
NIC	Nepal Industrial and Commercial Bank Limited
NMB	NMB Bank Limited
NRB	Nepal Rastra Bank
NSBI	Nepal SBI Bank Limited
OE	Organizational Effectiveness
PCBL	Prime Commercial Bank Limited
RBB	Rastriya Banijya Bank
SBL	Siddhartha Bank Limited
SCBL	Standard Chartered Bank Limited
SRBL	Sunrise Bank Limited
UN	United Nations
WB	World Bank
WTO	World Trade Organization

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Chapter 1: Introduction

1.1 Introduction

With the development of commercial banks along with other financial corporations during the last decade, Corporate Social Responsibility (CSR) became a well-known issue among the managers in Nepal. Though some leading organizations investing in philanthropic activities as CSR, they do not realize the proper operationalization and institutionalization as per stakeholder's wishes. Some of the companies, either financial or non-financial, are carrying out CSR activities primarily guided by the "moral minimum" or just to maintain their brand image (Adhikari, 2012). The managers still regard CSR as an unnecessary luxury (Chapagain, 2010). Furthermore, managers in Nepal also consider CSR as a legal obligation than the factor that improves organizational qualities for contributing to the society (Chapagain, 2010). Many reasons can exist, for example, social and political disturbances in the last one and half decades (Adhikari, 2012), lower level of understandings among managers and the public, slow economic growth and so on for not considering CSR as an essential task. Despite such circumstances, commercial banks seem ahead on initiating some of the social responsible activities at least through the media of Nepal. However, because of lack of official reports, measurement systems and researches, it is unclear to what extent banks are addressing the expectations of stakeholders of the nation.

There is a substantial lack of researches on motivations behind CSR and non-financial (CSR) performance of corporations. CSR related researches are still lacking not only in the financial sector but also in other industrial sectors. The evaluation of CSR activities within organizations is further behind. Neither government nor non-government institutions evaluate the CSR performance of corporations. Moreover, none of the researches are available on examining the relationship between managers' motives and CSR performance. After realizing this fact, this study is conducting to fulfill the lack of researches in the field of assessing managers perceptions and banks real performance regarding CSR in commercial banking sector, one of the biggest economic sector of Nepal. The study primarily intends to explore the managers' motives on CSR, concisely identify the implementation factors and evaluation

techniques of CSR, examine actual CSR performance of banks and see the association between manager's motive and banks CSR performance.

Broadly, this study has six chapters beginning from introduction to discussion and conclusion. The introduction chapter comprises an introduction and background of the study, meaning of CSR, financial institutions and commercial banks on CSR, research questions and rationale of the study. Second chapter is related to the importance of CSR, development of commercial banks, regulatory provisions (if any) that influence CSR activities and current status of CSR in Nepal. Third chapter discusses the origin, expansion and recent dimensions of CSR, managers' perception and CSR performance of corporations and the relationship between managers CSR motives and corporations performance related literature. The Fourth chapter outlines the methodology of study, on which, population and sample, nature and structure of variables/indicators, data collection and procedure of analysis. Then after, the fifth chapter analyzes data descriptively with some statistical tools. Sixth or last chapter concludes with discussions, future research suggestions, limitations and conclusions.

1.2 Background

The corporate sector widely discussed Corporate Social Responsibility (CSR) during and after the 70s and 80s decade although the conceptualization of CSR began during the first decade of 20th century after expectations of public increased over private corporations (Quakk et al. 2007). The increasing interest of CSR, because of advanced globalization and international business, demands much more transparency and corporate citizenship in recent years. The role of corporations in internal governance and external involvement in the social transformation is continuously noticing and evaluating by various agencies and the general public. Furthermore, the assumptions of fulfilling all the societal needs by the government are also changing towards the commercial sector as they are rising exponentially throughout the world (Jamali and Mirshak, 2006). In spite of these developments, a lot of complaints are still emerging for not paying sufficient attention to understand why or why not corporations act in socially responsible ways (Campbell, 2006).

The conceptualization and practices of CSR is not similar among managers, professionals, and prospective students throughout the world. Many empirical studies have shown that

United States and Europe, from where the CSR concept has emerged, have remarkable variations on the applications of CSR. The fact, of 53% of U. S. company's involvement in CSR activities as stated in their websites while that of French and Dutch companies limited to 25 and 29 percent respectively, ensures that U. S. corporations show more concerns on CSR than Europe (Maignan and Ralston, 2002). On the other hand, European companies are shifting recently from implicit to explicit CSR concerns. The managers in Europe are gradually becoming open in this regard also because of their national institutional standards (Matten and Moon, 2008). The Australian scenario also shows a positive attitude on CSR because manager's and professional's selection of the companies before joining. Employees prefer the companies that have well reputation on ethical and social responsibility issues (Cacioppe et. al., 2007). On the other hand, the insights of CSR on the managers of Russia, another noticeable economy, do not symmetrically associate with that of western and Australian managers. A study shows that the managers do not consider CSR as relevant topic of modern business and define CSR as unnecessary activity after abiding legal compliances (Kuznetsov et al., 2009). The Asian region, with an increasing number of emerging economics, is also adopting the prevalent notion of positive influence of CSR on corporations. It is clear from the study of Cheung et al. (2009) that the association of CSR and market valuation is positive in Asian markets. 9 out of 10 Asian Emerging countries, including India that has many social and cultural similarities with Nepal, have shown that there is a significant improvement in CSR performance. Inversely, Nepal, one of the least developed South Asian countries in terms of industrialization and with low per capita income of \$490 (World Bank report, 2011)¹, has not satisfactory performance on CSR. Though CSR reports are not available yet in Nepal, other reports do not comprise information of performing reasonably. However, few companies carry out some philanthropic activities along with their marketing activities (Adhikari, 2012).

The performance of CSR in any organization depends on many factors. The intention of the owners, directors, executives and the entire team of an organization would be primarily responsible. The regulations of the government and pressures from the public can also remarkably influence CSR decisions. However, effective execution of CSR programs relies on managers' desire and authority for execution of CSR decisions. In opposite, sometimes managers can misuse the assigned responsibility and authority for CSR decisions by

¹ Report of World Bank (2011), URL: <http://data.worldbank.org/country/nepal>

orientating on earnings management for their self-interests (Prior et al. 2008). In addition, manager's motives can be directed by strategic reasons and institutional pressures for environmentally focused CSR practices (Babiak and Trendafilova, 2010). On the other hand, measurement of Corporate Social Performance (CSP) would be a challenging task although many approaches are applicable in different situations. The contribution of a corporation in the form of CSR can be measured through objective data, company self-report, stakeholder self-report, observer assessments, etc. (Wood, 2010). Although, a lot of studies are available on the relationship between CSR and Financial Performances, there is lack of researches on the association between manager's motives and CSR performances. In order to fulfill the gap, this study establishes a clear relationship between motives and performances.

Moreover, the level of CSR activities depends on the nature of industry in the sense of creating external social problems. Scholars and researchers widely criticized the manufacturing and natural resources extracting industries for creating natural hazards than other service industries like financial institutions (Slack, 2005). The financial sector is not much controversial than other manufacturing and extraction sector like oil and gas industry, which poses a threat on every stage of exploration, production, refining and consumption (Frynas, 2009). However, the stakeholders often call the financial sector to participate in social development issues because of their highly visible size, economic power, larger number of branches even in small geographic areas, (Murray, 1976) and widespread influence on job creation in the market. Social responsibility is becoming a general notion among financial industry. The general public regards banks, especially, as the influential organizations that have many areas to invest and several transactions are to make than just to do regular activities like signing in the checkbook. Thus, competitive banks are now-a-days involving only with the economic activities that are supporting the sustainable development (Scholtens, 2009).

Commercial banks, "the largest and the most diversified group of financial intermediaries" (IFC, 2007), are playing an influential role in the national economy through screening, monitoring and enforcing economic activities (Scholtens, 2009). Like other developed and developing countries, the recent appearance and growth of such banks in Nepal is also impressive though criticisms arise on their investments in unproductive sectors. The result of liberalization, deregulation, modernization of technology and globalization have jointly contributed in increasing the number of these banks in Nepal (Gajurel and Pradhan, 2012).

The operation of commercial banks is continuously expanding throughout the country after officially beginning in 1937 with Nepal Bank Limited (NBL), a government owned bank. The current number of commercial bank reached up to 32 with having more than 75% of total assets/liabilities structure of the overall share of the economy (Nepal Rastra Bank, 2011). In the context of playing a crucial role to bridge other industrial sectors, commercial banks have a responsibility to conduct some CSR activities along with regular profit-motive activities. In this context, this study focuses to explore managers motive on CSR activities, examines the banks actual CSR contribution and the relationship between such motives and CSR outcomes.

1.3 Meaning of CSR

There is a lack of consistent theoretical definitions regarding CSR (Reinhardt et al., 2008). Many approaches are emerging like triple bottom line, socially responsible investment, social license, corporate citizenship and moral/ethical responsibility and others (Thomas and Nowak 2006). Davis (1973, p. 312) defines CSR as “the firms consideration of, and response to, issues beyond the narrow economic, technical, and legal requirements of the firm to accomplish social (and environmental) benefits along with the traditional economic gains which the firm seeks”. It comprises a number of activities and areas that focus on the betterment of widespread stakeholders in the society such as employees, suppliers, charitable and community organizations, customers and future generations (Sprinkle and Maines, 2010). Quakk et. al. defined CSR as triple P- People, Profit and Planet- the key areas of an organization which influences firms to modify their profit oriented strategies towards social and environmental related assumptions (Quaak et al. 2007). Moreover, Frynas (2009) defines CSR from shareholder, intuitional and entrepreneurial perspective. However, “It has been emerged as an important approach for addressing social and environmental impacts of corporate activities” (Frynas, 2009). Whatever the meanings the definitions have, most of them intend to meet the economic, legal, ethical and commercial expectations of society where business exists.

Some worldwide-recognized institutions, as presented below, define CSR as corporation’s proper representation of societal and environmental concerns through maintaining good balance with internal employees, community members and society at large. The legal compliance and ethical concerns are also important aspects of CSR. Furthermore, CSR is also

an obligation of a corporation toward all stakeholders in order to maintain a good quality of life. Some leading institutions define CSR as follows: -

Even though, the above institutions define CSR through their own viewpoints, those are not remarkably different in meaning. Most of them focus on the improvement of social, environmental and organizational issues, but the real implication and demand of CSR from the internal and external stakeholders may vary. In the context of increasing importance of CSR among financial companies, this study focuses on exploring managers’ attitude on CSR and comparing with commercial banks CSR performance.

Table 1: Definitions of CSR

Definition Source	Definition
Commission of the European Communities, 2001	A concept whereby companies integrate social and environmental concerns in their business operations and in their interaction with their stakeholders on a voluntary basis
World Business Council for Sustainable Development, 1999	The commitment of business to contribute to sustainable economic development working with employees, their families, the local community and society at large to improve their quality of life
Business for Social Responsibility, 2001	Business decision making linked to ethical values, compliance with legal requirements and respect for people, communities and the environment
IBLF, 2003	Open and transparent business practices based on ethical values and respect for employees, communities and the environment, which will contribute to sustainable business success
CSRwire, 2003	CSR is defined as the integration of business operations and values, whereby the interests of all stakeholders including investors, customers, employees and the environment are reflected in the companies policies and actions

Source: Dahlsrud (2008)

1.4 Financial Institutions and Commercial Banks on CSR

“Financial institutions are coming round to the idea that there is more to invest than just to check the figures...Banks increasingly are involved with financing economic activity that aims

at sustainable development and offer microcredit to the poor and deprived” (Scholtens, 2009).

The CSR has been a widely discussed the issue in the financial sector, being as one of the vital sector of the economy. Financial institutions are getting and paying incredible attention to CSR. They do not directly create internal and external environmental problems but other manufacturing and production related companies, where banks invest, generate remarkable environmental hazards in many economies (Mutti et al. 2011, Hilson, 2012). However, financial companies especially big commercial banks are also voluntarily acting on responsible and ethical business practices. Furthermore, the leading financial institutions determine many codes and standards for internationally operated financial companies. For example, Dow Jones Sustainability Group Index (DJSGI), FTSE4Good, Domini 400 Social Index (DSI), Ethibel Sustainability Index (ESI) are some of worldwide benchmarks where financial companies are listed in order to meet the minimum standards. The rankings determined by such indexes are valuable for public to evaluate their actual contribution towards the society beyond the sole profit motive.

The adaptation of sustainability strategy by financial companies is becoming a common move. The companies have considered very positively and proactively rather than trying to avoid such policies. Though lately, financial sector is depicting reasonable moves with new standards and codes of conduct towards corporate accountability, transparency and environmental and societal considerations. For example, many banks in emerging countries as well are participating in Equator Principles of IFC (International Financial Corporation) and other environmental standards. A sustainability survey conducted by IFC in 120 financial institutions including 41% of commercial banks in 43 developing countries shows that banks are becoming aware about risks and advantages related to social and environmental issues. The banks also pay their attention to include sustainable issues as business strategies and knows the visible advantages of CSR and sustainability efforts into management systems and practices. Moreover, they focus on reputation and brand image, complying strict regulations as a major motivator and focusing their investment on renewal energy sector and environmental protections (IFC, 2007). The above-mentioned results show that financial industries especially commercial banks are willingly taking proactive actions for sustainable business practices.

Studies also show that the increasing importance of CSR practices in the banking sector depends on geographies and reporting systems to the public. A comparative assessment made on 32 large banks located in North America, the Pacific and Europe shows that, during five years period, banks invested a lot on CSR related practices. The results further shows that there are not significant differences among the regions in terms of adaption of CSR practices, but while taking country and individual banks basis, there are some noticeable differences. The research developed a framework that can be used in the assessment of internationally operated banks and further concludes with the increasing importance of banks in CSR (Scholtens, 2009). The existing culture of a society can also modify the overall CSR orientation of multinational banks too. While examining CSR orientation of a bank on the basis culture, gender and function, western European banks have shown more focus on ethical aspects and CSR activities than those of English speaking (UK and USA) and South Asian (Hong Kong, India and Singapore) countries (Heuvel et al, 2011). Banks and the general public are also paying their attention to the reporting of such practices. Another study shows that most of the UK banks are publishing their CSR reports in the form of social and environmental activities (Chambers and Day, 2009). Banks of relatively undeveloped countries are also beginning CSR activities. Bangladeshi banks are also doing some CSR reporting practices voluntarily in these days, and bank users are also positive on more disclosures of such practices (Khan et al. 2009). Yet another study conducted to analyze commercial banks CSR reporting practices, using content analysis after collecting annual reports of all private banks, shows that CSR reporting efforts is moderate, but the diversities within them are notable. The gender differences in participation of the board does not affect CSR reporting initiations while directors from another country can have notable influence on CSR reporting decisions (Khan, 2010).

The above scenarios show that the level of CSR activities is different throughout the world, which relies on the political structure, culture, education and other factors of a nation. Developed countries are carrying out CSR activities in a systemic way while developing countries are not, in general. However, some less developed countries are also showing promising concerns on CSR. Some practitioners and well-organized corporations have also begun some practices of CSR in Nepal. The importance and current status of CSR, development of commercial banks and CSR related banking regulations CSR in Nepal are described in the second chapter followed by research questions and rationale of the study in this chapter.

1.5 Research questions

Three key research questions are framed to get knowledge on manager's CSR perceptions, commercial bank's actual CSR performances and the relationship between manager's motive and bank's performances in Nepal. Two additional questions ensure the managers perception level on implementation factors that influence CSR practices and techniques that are applied to evaluate CSR activities. First and second questions are designed to answer manager's priorities on motive reasons and bank's actual CSR performances respectively. Finally, and most importantly, third question shows the association between manager's motive reasons and the bank's actual CSR performances.

1. What are the motive reasons of managers of commercial banks for involving in CSR activities that do not give direct financial return?

1.1 What factors are influencing the implementation of CSR activities?

1.2 What techniques bank applies to evaluate the effectiveness of CSR programs?

2. How is the bank's CSR performance in terms of environmental, product and social standards?

3. Do the motives of managers and CSR performance of commercial banks associated with each other in Nepal?

1.6 Rationale of the study

This study gives valuable information to the general public, direct stakeholders like employees, customers, suppliers, regulatory bodies of banks, researchers, students and many others about the CSR activities of commercial banks in Nepal. In the context of increasing access of financial services, assurance of relatively stable financial reforms and (still) living nearly one third of population under poverty (Ferrari et al, 2007), public can expect a lot from banks in Nepal. This study gives an influential awareness to the public about the commercial bank's willingness and real contribution to the society and to internal management systems. An integrated presentation of CSR performance of commercial bank provides valuable

information to the general public to evaluate and make key decisions for doing their regular transactions. Many stakeholders like employees, customers, suppliers, shareholders, civil society and the society at large can be aware of banks stance on improving the quality of life. They can understand the manager's attitude in terms of sustainable development of the financial sector and outer environmental protection. Furthermore, policy makers of the nation, for example, personals of NRB, can understand the manager's actual level of awareness and the real contribution in the field of social development. The findings of this research help policymakers to develop and revise the policies and directives for making commercial banks much responsible in the field of wider social development. In addition, the government can also have valuable insights and facts regarding recent managers conception and bank's actual performance respectively. In this regard, regulatory bodies can have some vital information to briefly observe financial institution's role on social development and on managing internal system, even though as voluntary, that helps to revise national planning and policies to improve the existing situation.

Many agencies of social awareness, domestic and international research institutions, new entrants in the financial sector, national bureaucracy and planners etc. can have valuable information about the recent situation in this area. Banks itself, foreign investors and donors, academicians, and future generations would be acknowledged about the mutual benefit of CSR with the findings of this study. Most importantly, students and researchers in the field of business management and development studies will get additional resources for the development of Nepalese literature in CSR field. In overall, people who are interested in knowing the Nepalese bankers' real understandings and their efforts for the development of professionalism would be enriched with updated knowledge.

Chapter 2: CSR and Commercial Banks in Nepal

This chapter comprises brief outlines on the importance of CSR, development of commercial banks, formation of related regulations and status of CSR in Nepal and South Asian region.

2.1 Importance of CSR

Financial liberalization process in the recent decades has mixed impact on Nepalese economy. The reforms took place in the early 90s were remarkable, but, the impact was weak. Reformation of economic policies did not ensure sustainable economic growth. In contrast, poverty rather increased because of increasing income inequality and slow growth during the 90s decade (Karmacharya, 2001). Partly supporting the fact, Shrestha (2005) also found from a research on financial liberalization in Nepal that overall economic growth relates with financial liberalization but negatively associates with income distribution and financial stability. This shows that because of many reasons, Nepal is not reaping a competitive financial development. In this scenario, it is obviously particularly hard to find good corporate governance and CSR related activities.

“Over the past 20 years, Nepal’s financial sector has become deeper, and the number of financial intermediaries have grown rapidly. In addition, recent reforms have made banks more stable. Still, access to financial services remains limited for many people in many parts of Nepal and in recent years has been declining” (Ferrari et al., 2007),

As Ferrari et. al. (2007) described, Nepal has witnessed significant changes in the financial sector in recent years especially after the Comprehensive Peace Agreement (CPA)[1], taken place in 2006 to end domestic violence. The post-conflict period remained extensive expansion of financial companies in terms of numbers. All categories of financial companies –commercial banks, development banks, financial institutions and co-operative institutions have grown after the major political changes took place during the 1st decade of 21st century. The historic election of Constitution Assembly (CA) held in 2008, indicated further improvement of socio-economic development, but, because of unstable national politics in the very recent years, economic prosperity is, unfortunately, not achieved since the abolition of CA without making constitution even after 4 years of an extended period. The financial sector, a developed sector despite unstable political circumstances, is in moral pressure for

contributing the nation through social development because of government weaknesses on national development or uncertain political movements. The lack of qualitative educational system further limited research and development activities in the field of CSR. Although, some graduate level academic papers in the financial sector are available in Nepalese libraries such unpublished papers may not contain international basic standard. In such context, this paper in CSR would be one of the pioneer empirical researches in Nepalese context, more specifically, in commercial banking sector.

Nepal, a least developed country located between two giant economies (India and China) of Asia, is not moving towards economic prosperity in a pleasing way although it has massive natural resources and opportunities. Stable political condition, awareness of the public of their own contribution on national development and positive attitude of owners/managers of private corporations to contribute some of their revenue in the social development activities and so on play a crucial role on nation building movement (Ferrari, 2007). In opposite, slow economic growth, political instability, inefficient governance and bureaucracy, unemployment, increasing dependence on other countries for trade, and like are common traits of Nepalese economy. Unfortunately, it seems very hard of improving such situation dramatically within a short period while observing the recent history of Nepal carefully. Consequently, the public is expecting some role of the financial sector, a leading industrial sector, and some other service and manufacturing sectors on social development activities where the government is lagging behind on such issues (World Bank, 2007). Moreover, Public is also anticipating of creating employment opportunities and maintaining smooth and secure working environment in private business organizations.

Few industries are growing substantively despite the troublesome circumstances. For example, financial institutions mostly commercial banks, development banks, finance and co-operative institutions, private educational institutions, construction companies, restaurant and hotel businesses are some examples that are growing rapidly and contributing on the national economy significantly. On the other hand, emerging conceptualization of civil rights, consumerism, environmental protection, ethical business practices, opportunities for locals, indigenous, marginal groups and minorities, disables etc. among public are also demanding business institutions to pay concerns in these areas. In such circumstances, it seems highly relevant for private firms to be involved in any of social development activities that can contribute for social and national prosperity. Most importantly, commercial banking, a vital

financial sector and most profitable sector, is looked-for bodies for social development. Since these institutions are growing exponentially, public from different walk of life is paying sharp attention to their behavior towards sustainable contribution on the economy either through regular profitable activities or other sound and ethical non-financial practices. Henceforth, despite maintaining internal quality in every step, commercial banking sector, one of the largest employment generator, is responsible for some additional social welfare and national development activities.

2.2 Development of Commercial Banks

The history of establishment of first commercial bank in Nepal is long though, during the later decades, the expansion went in a sluggish way until 1990. Nepal Bank Limited (NBL), incorporated in 1937, is a first commercial bank established under public ownership. After nearly two decades, Nepal Rastra Bank (NRB) became the central bank of Nepal, which gave the new era in the financial history of Nepal (Gajurel and Pradhan, 2012). Then after, Rastriya Banijya Bank (RBB) became the second public commercial bank in 1966. Agricultural Development Bank Limited (ADBL), third public bank, has incorporated just after 2 years and lately became a commercial bank in 2005. These three banks had conducted major banking activities in Nepal until 1984 during the nation was running in a centralized political system. Some decentralization bylaws were enacted in 1984 after changes in the political scenario.

The liberalization process took place in 1984. Then after, policymakers took a number of measures to further liberalize the establishment of financial institutions. Until then, only three state-owned commercial banks were in operation specially in limited (urban) areas of the country (Shrestha and Chowdhury, 2006). Throughout the 90s decades, many new joint venture and private banks established and came into operation. The central bank had begun to monitor and control the commercial banks and their activities through carrying out regular directives during the late years of 90s. The financial sector was further moving ahead systematically than ever, which impressively developed the confidence of the general public over private commercial banks too (Baral, 2005). *“Between 1995 and 2001, financial deepening occurred at an appreciable rate. As ratios to nominal Gross Domestic Product*

(GDP), savings deposits rose from 10 to 19 percent, fixed deposits from 11 to 16 percent, and demand deposits from 4 to more than 5 percent” (Adams and Brunner, 2003).

State owned few commercial banks and private sectors retained the rest. Nepalese citizens solely invested in some of the private commercial banks and international banks and owners have also jointly invested in some of the banks. The public realises the services of private banks are competitive because of a large range of products, efficient systems and professional management, but that are mainly concentrated in urban areas. On the other hand, the number of public commercial banks is in minority and the performance is also uncompetitive in comparison to private commercial banks even in the recent years (Joras, 2008). However, commercial banks have reasonable progress in the recent years because of public confidence. Wonderfully, the last decade had witnessed an exponential growth in terms of the number of banks, their branches and overall economic activities in Nepal.

The number of commercial banks reached 32 up to now (the list of 31 banks, on the basis of their establishment, is presented in Appendix- A). The 32nd commercial bank- Sanima Bank- has not included in the table because of not established during the data collection period. The number of banks increased spectacularly in the last few years, which were only 13 in 2000, 20 in 2007 and 31 in 2011. The branches of these commercial banks also increased amazingly after the Comprehensive Peace Agreement (CPA) in 2006. The branches were only 452 in 2007, 555 in 2008, 752 in 2009 and more than 1050 until the end of 2011 (NRB 2008/09; NRB, 2011). These figures show that the number went up intensely during the last decade although it remained slow in the days after worldwide real state and stock market crisis that begun in 2008.

2.3 Regulations related to CSR

There are not exact acts in Nepal that can regulate commercial banks for maintaining a certain level of CSR activities. Since CSR as the discretionary activity, which is beyond to legal provisions in the west (Adhikari, 2012), Nepalese corporations also are not exceptional entities. The government cannot easily enforce banks to carryout CSR activities after the restoration of democracy and liberalization of the economy in the recent decades, but some acts related to financial regulation indicate that banks have to behave in a disciplined way.

The major act that amended in 2006, "Banks and Financial Act 2063" regulates banks and financial institutions, which came into force from 1st August 2006. The act assures to enhance the faith of public through protecting the rights of depositors; maintain healthy competition among banks to provide qualitative and reliable banking services and advance the economy by liberalizing financial and banking sectors. The act further clarifies the fair and equitable allocation of shares and debentures among the general public and employees; heightens morals of directors and other employees through disciplinary guidelines; declares all the prohibited activities of licensed intuitions; determines clear criteria of functions, duties and powers of chief executives and ensures regular monitoring bank's financial transactions in order to maintain a good system within banks (Banks and Financial Acts, 2006)². However, banks are free from clear directions on how they can invest on internal and external CSR activities within the banks.

NRB, the central bank of Nepal, unveils "Unified Directives" approximately every year. Which has the provisions related to determine appropriate interest rate and provisions of allocating certain percentage of lending to deprived sector, for example, A class banks³ should lend at least three percent of their total loan and advances. Moreover, the directives comprise the system of adhering some provisions of corporate governance like determination of minimum acceptable standard of code of conduct; carrying out the activities in favor of companies; preventing the work in other companies and maintaining secrecy, fair and equitable treatments etc. to the directors of private and public banks (Unified Directives, 2010)⁴. In addition, there are some laws enacted from the perspective of labor rights in Nepal. Labor Act (1992), Child Labor Act (2000) and Trade Union Act (1992) are important to maintain sound working environment inside the companies. These acts can also be regarded as principal backbone for respectful human behavior and for protecting labor rights, but the implementation of these laws is not effective, to a great extent, because of company's high priority on profit regardless of development and mobilization of competent human workforces. This situation occurred because of owner's viewpoint of CSR as philanthropic activities rather than inclusion of other wider perspectives (Adhikari, 2012). However, there

² Act related to banks and financial institutions in Nepal. URL: <http://www.lawcommission.gov.np/en/documents/prevailing-laws/func-startdown/3/>

³ A, B and C class financial institutions in Nepal are regarded as Commercial banks, Development banks and Financial institutions respectively and are guided by the central bank NRB.

⁴ Directives of Nepal Rastra Bank. URL: <http://bfr.nrb.org.np/bfrdirectives.php?vw=15>

are still not clear, and visible philanthropic actions determined that banks have to operationalize in the form of CSR.

2.4 The Status of CSR

2.4.1 In Nepal

There is no dearth of social welfare activities of banks while we listen radio, read the newspaper and watch television in Nepal. The banks, if not all, seem mainly focusing on contributing the society through philanthropic activities and claiming that their actions are addressing many social problems. They are showing of behaving responsibly despite their financial motives, but, because of lack of formal and systemic studies and presence of independent institutions, that can assess the contributions on these topics, it is not particularly much clear to what extent they are paying decent attention to these issues.

Most of researches conducted in Nepal, although those are few, on the assessment of social responsible activities show poor CSR performance of the corporations. Shakya (2009) conducted on ethics of Nepalese civil service sector in order to see the bureaucratic performance and found that they are becoming dysfunctional, disintegrated, unorganized, politically influenced and unable to fulfill their responsibilities. It could be argued that if civil sector do not have disciplines enough, private sector cannot expect appropriate guidelines and motivations henceforth corporations may take the benefits from bad governance. Other some researches also do not show enthusiastic results. Katuwal (2010), says, “CSR in Nepal is new concept and even most of the successful business enterprises understand it as charitable activities. Thus, it is considered as philanthropy effort in Nepal”. In his view, Nepalese business professionals are not well aware of the broader concept of CSR which have to cover many aspects of customers, suppliers, employers, shareholders, civil society, environmentalists, etc. A report published by ActionAid Nepal (2003) shows that low number of companies is involving on CSR. The study found that the inclusion of women, minorities, disabled and marginalized groups in the workforce are low while less than 20% of companies have helped to reduce outer social problems. Written contract may not be given to all of the employees during their tenancy, but most of the companies give benefits like Dashain

allowance⁵, leave provision, Maternity leave etc. Furthermore, Adhikari (2012) also revealed that few traditional and family-owned companies are prioritizing the brand image and maintaining CSR activities. Most of the companies still understand CSR only as a philanthropy activity. However, the study of Chapagain (2010) found the perceptions of managers are positive towards CSR even though the real implication is not as expected. The managers give priority on moral aspects as the reason of CSR than strategic although results are not encouraging enough.

Besides the low interests of mainstream businesses, it can still be expected from the active involvement of other minor industries, for instance, sustainable but few socially responsible practices of Nepalese paper industries, that some CSR activities are not coming to the forefront. It is because of deeply-rooted Nepalese tradition of volunteerism and community development practices, adherence of fair trade and adaptation of CSR codes of conducts. Nevertheless, criticisms are also prevailing in such sectors because of use of child labor and lack of proper health services (Biggs and Messerschmidt, 2005). In a different context, students, who are the future workforce and are studying in Tribhuvan and Pokhara, two main universities in Nepal, are also aware of but differently the concept of CSR. Male and business students have the attitude of focusing on the economic aspect (domain) of CSR while female and other streams of education than business are that of philanthropic aspect (Shrestha et al, 2011). However, at least some of universities have included the subject of business ethics either as a compulsory subject or part of subject in MBA, part time MBA and even in undergraduate levels. Furthermore, some of the universities also offer corporate governance as a part of academic curricula (Srinivasan, 2011), which give some positive indications to the conceptualization of CSR among new generations.

Hence, it can be said that the conceptualization of CSR in Nepal is in the primary stage and few companies are taking initiations on the broad aspects of CSR as practiced in developed countries. Banking sector is relatively ahead for taking some initiations of CSR activities, which might be because of their huge size and transparency on (huge) revenue. Not surprisingly, the scenario of other South Asian countries is also not much different though most of them are a step ahead in this regard.

⁵ Dashain is the biggest festival of Hindu religious people so the companies commonly give some benefits on this occasion.

2.4.2 In South Asia

Asian countries are also becoming much aware on CSR in recent decades although CSR in these countries grew slowly before the twenty-first century. After reducing market barriers for multinational corporations to operate, banks in Asian countries have begun sustainable banking practices (IFC, 2007). However, the development and implementation of CSR activities are not ongoing in a uniform way. Although, most of the CSR concepts derived from western contexts, a variety of norms and practices exist in Asia (Chapple and Moon, 2003). Considerable variations are prevailing within them. Such differences are not solely influenced by the degree of overall development index of these nations rather many factors in the respective countries contribute to CSR (Chapple and Moon, 2005).

South Asia, with a one-quarter population of the world and only about 5% of world's GDP, is one of the growing economic regions. The process of liberalization and globalization in this region further extended since the late 1980s. The overall CSR activities in south Asian countries are also improving significantly (Cheung et al, 2009). A study shows that, during 2001-2004, China, Hong Kong, India, Indonesia, Korea, Philippines, Singapore, Taiwan and Thailand are improving their CSR performance on most of the industrial sectors including banking (Cheung et al, 2009). Despite a lot of progress on CSR of corporations, the gap of income among the population is also significantly increasing in the recent years (Srinivasan, 2011). On the other hand, weak institutions, standards and appeal systems of developing countries of Asia further create problems on proper executing of CSR activities (Mishra and Suar, 2010). In this circumstance, the private and public both sectors seem responsible to address at least some of the issues of social and national development. Since many South Asian countries have become the member of World Trade Organization (WTO), they must adhere domestic environmental policies and labor standards on trade (IFC, 2007). The two important aspects of CSR- environmental protection and promotion of labor standard- within the corporation are well addressed in WTO; hence, they have to upgrade in such aspects (IFC, 2007). Thus, these international systems enforce corporations to embrace at least few CSR initiations in the region after becoming the member of worldwide-recognized institutions and involving in regional integration like SAARC.

The factors that influence manager's CSR perception and the impacts are also different on corporations of the region. Educational and training methodologies and attitudes of managers

are interestingly similar to some extent within South Asian region. This similarity can provide opportunities for collaborative efforts to enhance ethical business practices throughout the region (Srinivasan, 2011). However, many other components are responsible to shape an attitude of business managers. The region is particularly rich in religions, rituals and customs that have immense influence on the formation of attitudes and pose significant challenges on initiating CSR activities throughout the region. To sum up, CSR in South-Asia is a relatively new topic with few similarities and more unique features.

The chapter 3 concisely reviews CSR related literatures to this study.

Chapter 3: Literature Review

The concept of CSR is increasingly and interestingly taken into account over the decades in business communities. It has been the topic of debate, commentary, theory building and research in both academic and practitioner communities (Carroll and Sabana, 2010). Pioneer researches concentrate on exploring and defining the emergence and relevance of CSR because of lack of awareness and growing influence of corporations on most of the national economy during that time. Depending on the foundations postulated by prominent scholars like Howard R. Bowen, Keith Davis, Joseph W. McGuire, Clarence C. Walton, Morrel Heald and so on, many other theoretical and empirical researches conducted initially in western and later in eastern emerging nations either. Nonetheless, the contribution on building such conceptions of least developed countries like Nepal is particularly low because of lack of academic and empirical researches. The findings from such studies are not uniform since it includes on the different subjective notions of researchers. Nevertheless, efforts are ongoing for the expansion of conceptions and practices of CSR though researchers are still shaping its meaning and significance throughout the business community. This chapter sequentially reviews the origin and expansion of CSR concepts, contemporary dimensions, manager's perceptions, CSR contributions and the measurements, association of perceptions and performances and theoretical framework for this study.

3.1 The Origin

There are diverse arguments among the scholars about the history of CSR advent. Before the emergence of explicit overview of CSR, Harvard Professor E. Merrick Dodd signaled in 1932 to the corporate managers to fulfill responsibilities towards public as well beyond the only profit motives of shareholders while Columbia Professor Adolf A. Berle, during the same time, focused on administrators' responsibilities only on core profitability (Cochran, 2007). Milton Friedman also agreed with Berle saying that such practices could hinder the free economy by curtailing the interests of stockholders of making much profit (Friedman, 1970). It simply shows that there were disagreements prevailed from the very beginning in favor and against of CSR. Carroll (1999), one of the prominent figure of CSR, divided the development in different time periods. He claimed that, CSR emerged during the mid-20s century, before 60 years from now. He further claimed that USA played a key role in the emergence of the concepts of CSR with the birth of modern activists movement between 1950s and 1960s (Cochran, 2007) although other developed countries also showed vigorous contributions. He divided the development of CSR concept into every 10 years period where 1950 remained as the modern area of social responsibility ; 1960 as expansion period of CSR literature; 1970 as proliferation of CSR definitions; 1980 as more researches and the emergence of alternative themes; and 1990 as further expansion of CSR themes. He further clarified alternative themes as CSP, stakeholder theory and business ethics theory (Carroll, 1999). Further attempts also made to define CSR approaches at the same time. Preston and Post's (1975) thought of public responsibility; Carroll's categorization of CSR into four-part responsibility as economic, legal, social and philanthropic and Sethi's (1979) division of corporations in terms of reactive, defensive and responsive remained as one of the prominent cornerstones in the history of CSR development (Wood, 2010). Such variations in the conceptualization of CSR have given many alternatives to recent managers. Those foundations along with other advancement of CSR perceptions have generated ample choices for managers to endeavor their efforts to be socially responsible.

3.2 Expansion of CSR

CSR gradually gained enough attention from theorists and practitioners. They discussed incredibly in academic and research areas, after the emergence as one of the inseparable facet in the corporate world. As such, the practices began to explore its new domains throughout

the world as many emerging economies also showing their participations in the modernization process.

After noticing considerable environmental related problems created by firms in United States and other industrial countries, Sethi (1979) classified corporate psychology into three segments as corporate behavior or social obligation, social responsibility and social responsiveness. In addition, Sethi classified businesses response to the society into two ways- market and non-market. Corporate houses improve their products and features to address market related problems. On the other hand, they take actions to tackle non-market or external problems, like pollution created by manufacturing firms, through complying legal norms. Furthermore, they also incorporate social responsibility by matching social norms, values and performance expectations. In addition, they justify the relevance of CSR by addressing the changing scenario that can come as the result of corporate actions (Sethi, 1979).

Since media influence increased significantly in 70s decade, the managers diverted their attention slightly towards Corporate Social Performance (CSP) and Corporate Social Responsiveness (CSR2) from the mainstream of CSR. Before that, CSR2 and CSP considered as a synonym of CSR (Wartick and Cochran, 1985). Later, Carroll (1979) described CSP in a broad way including three areas of corporate duty- CSR, CSR2 and Social Responsiveness. During the same time, some other noticeable scholars also defined CSP as consistent with economic and public policy responsibility, that considered and defined separately before that time as these concepts could not be applied together (Wartick and Cochran, 1985).

Eells and Walton also contributed to expand CSR models to some extent during 60s (Zenisek, 1979). Eells presented CSR model with a continuum from the perspective of organizational behaviors on which minimum responsibility showed on the left side and vice versa. Traditional Corporation and Metro Corporation located in between of the continuum, which represents only economic centered and plays the role of guardian for the wellbeing of the citizens respectively. In addition, Walton further elaborated the continuum presented by Eells adding some new aspects of CSR. He proposed the potential behavior of organizations in terms of six ways or models. They are- austere, household, vendor, investment, civic and artistic. Using these models, he attempted to enhance the importance of CSR in the modern era and laid the foundation for further researches (Zenisek, 1979). On the other hand, Schwartz and Carroll developed a new three-domain approach after reviewing and modifying

the Carroll's previously presented four-domain and Pyramid of CSR approach. The lack of clear explanation of all the domains possessed a lot challenge during the decade. Venn diagram, the new presentation of the model, based on these two related models made in 2003 after realizing the widespread acceptance and, on the other hand, criticism among the practitioners. Hence, their revised three-domain (Venn diagram) model including economic, legal and ethical domains attempts to address previous shortcomings by discovering some overlapping categories (Schwartz and Carroll, 2003) which also does not remain without criticisms.

Several changes and modifications have made through these scenarios in the conceptualization of CSR. As Cochran (2007) wrote, the nature of CSR changed significantly from narrow and marginalized concept. He further claimed that social investment replaced the strategic and profit investment motive. Similarly, pure entrepreneurship only from the business perspective has now changed as social entrepreneurship that focuses on solving the social problems. These changes in the history of CSR development have broadened its coverage and opened several other areas of interest for professionals and practitioners.

3.3 Recent Dimension

The concept of CSR now has several coverage and scopes with the development and amendment in various phases. Bowen (1953) and Carroll (1999) primarily defined and analyzed the meaning of CSR from a different perspective. Many other contributors also defined the meaning of CSR consequently. Many other scholars explored the new scopes of CSR through reviewing existing literatures, conducting in-depth interviews with scholars and professionals and theoretical reasoning (Dahlsrud, 2008). The efforts are still ongoing to shape the meaning of CSR in the academic and research arena.

Researchers have introduced some new dimensions of CSR through revising old constructs. Some representative cases are briefly discussed here. Carroll's (1979) model of four dimensions including economic, legal, ethical and discretionary responsibilities remained as the backbone during 80s and 90s. The model has also included six extra dimensions as-consumerism, environment, racial/gender discrimination, product safety, occupational safety and shareholder. Later, Maignan and Ralston (2002) developed five categories as community

stakeholders, customer stakeholders, employee stakeholders, shareholders and suppliers including 11 dimensions of CSR. They are- art and culture, education, quality of life, safety and environmental protection, product/service quality and safety, equal opportunities, health and safety, profit creation commitment, information disclosure, corporate governance and equitable opportunity (Maignan and Ralston, 2002). Moreover, Dahlsrud (2008) gathered 37 well-known CSR definitions and developed 5 major CSR dimensions. The dimensions marked as environmental dimension for natural environmental related issues; social dimension for outer societal activities; economic dimension for financial and economic characters; stakeholder dimension for various stakeholders that influence the corporation; and finally voluntariness dimension for voluntary actions beyond the legal compliance (Dahlsrud, 2008). Furthermore, Xu and Yang (2010) conducted in-depth interviews with executive officers and business owners and compared CSR dimensions with western countries. They found 9 compatible dimensions for China (sino) on which six are similar with western countries. Employment, good faith and social stability and progress are three unique dimensions of China in comparison to shareholders and equality as of western countries. The table below presents an integrated framework through analyzing many previous CSR frameworks and in-depth interviews of Chinese managers (Xu and Yang, 2010).

Table 2: A comparison of Cino-western CSR dimensions

Common dimensions	
Western	Chinese
Economic responsibility	Economic responsibility
Legal responsibility	Legal responsibility
Environmental protection	Environmental protection
Customers	Consumer orientation
Employees	People focused
Social donation and charity	Charity
Unique dimensions	
Western	China
Shareholders	Employment
Equality	Good faith
	Social stability and progress

Source: Xu and Wang, (2010)

In addition, CSR has not been limited in the corporate sector in the recent years. Many other disciplines also consider CSR as an essential aspect of their policies. Development agencies, either Non-Government Organizations (NGO) or multilateral and bilateral institutions, are focusing in the voluntary activities carried out by corporate sectors. They are paying attention to the impact of these activities. Many international institutions like the World Bank, Department for International Development (DFID), Inter-American Development Banks (IDB), and the United Nations (UN) are welcoming and encouraging the contributions of Corporate sectors (Jenkins, 2005). This is how the dimensions of CSR are transforming with the expansion of business activities throughout the world.

3.4 Managerial Perceptions on CSR

Empirically examined researches on manager's or professional's perception on CSR show that many things can influence their perception. Widely recognized cultural dimensions- "individualism, power distance, uncertainty avoidance, masculinity and long term orientation"- also influence greatly on the determination of views on ethical and social responsible issues (Christie et al., 2003). Cultural diversity, geography, religion, education and awareness level, corporation's strategies and others of a region or nation affect and shape the social responsibility approaches. Thus, managers use different CSR philosophies while making policies and decisions because of diverse knowledge and experiences.

Some studies on managerial perception on CSR show that a lot of differences exist on CSR conceptualization depending on the manager's background, knowledge and experiences. Locational diversities of managers lead variations in the CSR approaches. For example, managers from USA and South Africa have a significant difference in CSR conceptualization. A study shows that USA managers are in favor of CSR while that of South Africa are not. Similarly, the public expectation on American managers of private businesses for CSR activities is high and vice versa for South African managers (Orpen, 1987). Additionally, as Quazi and O'Brien (2000) found from an empirical study conducted in Australia and Bangladesh that managers conceptualize CSR only within two universal dimensions. According to them, all managers throughout the world fall into four CSR clusters of two dimensions-wider versus narrow responsibility and benefit versus cost from CSR. Australian managers select either broader or classical related CSR view and Bangladeshi managers select

either wider or narrow view of social responsibility. The study further shows that Australian managers are relatively positive on CSR. However, the quality of education, training and researches in certain regions can influence CSR perception of managers. Similarly, business ethic of managers in South and South East Asia is also significantly different because of dissimilar level of privatization, globalization and the economic development. Srinivasan (2011) portrays that most of the countries in that region have institutions related to ethical courses but India, Malaysia, Bangladesh and Sri Lanka only conduct practical trainings. Furthermore, religious varieties within countries also impact on CSR understanding. Buddhist religion influences the corporations in Sri Lanka, Bhutan and Thailand; Islamic religion in Bangladesh, Pakistan and Malaysia; and mostly Hindu religion affects corporate behaviors in India and Nepal (Srinivasan, 2011). Another similar research also found that India, one of the neighbour nation of Nepal with cultural similarity, is ahead in CSR practices than other six Asian countries- Indonesia, Malaysia, The Philippines, South Korea, Singapore and Thailand because of relatively better national business systems but not on the basis of the stage of development (Chapple and Moon, 2005). Hence, an inference can be made from the findings of these studies that conception of CSR among managers depends on the geography and inherent culture, religion, education, national policies and others of a nation.

CSR spirits of manager also revolves around the profitability versus other moral or social contribution aspects. The regularly changing values of managers can support the policymaking, formal adaptation and implementation process of CSR though CSR represents a strategic mode of the organization (Hemingway and Maclagan, 2004). For example, managers of South Korea and Hong Kong focus on charities for CSR, that of USA and Japan emphasis on employment generation, German executives on production increment and South Korean managers focus on national development. However, more than half of total managers of sample companies of such countries focus on the importance on the role of CSR (Witt and Redding, 2011). Manager's personal motive can also sometimes play a crucial role in the designing of CSR policies despite the regular strategic orientation of the corporation. Manager's desire of exhibiting personal strength for changing the corporation, as opposed to regular and repetitive official formal CSR procedure, can also influence the entire CSR culture in an organization. The discretion can emerge either through official manner or in the absence of clear rules and regulations or a unilateral way with the formal procedure. It can also give different direction to the CSR activities (Hemingway and Maclagan, 2004). Not only manager's, the senior graduate's of the universities preferences also affect the future

corporate decisions regarding CSR. Another related study shows that senior business graduates in USA rate ethical conduct and some social responsibility issues lower than managers, although they were ahead in some CSR constructs. The study shows that the new generation would not always be much interested in ethical and moral issues (Kraft and Singhapakdi, 1991). In opposition, managers perception towards CSR and its institutionalization can be motivated for a number of benefits like competitive advantages and added values that can be achieved through CSR (Leonidas et. al, 2012). Managers can also act exclusively for the interests of their entrepreneurs' financial benefits. Manager's real nature of involving in any CSR activities can be directly associated with the firms economic purposes than moral perspectives. As an empirical study of managers from many Chinese corporations shows, managers efforts can be concentrated on organizational well being rather than fulfillment of individual motives (Zu and Song, 2009). The analysis shows that there are debates on the conceptualization of CSR among managers form strategic or ethical viewpoints.

Furthermore, managers can have different drives and choices regarding social initiatives. They can prefer some reasons than others depending on their backgrounds, experiences and level of awareness. The managerial approaches to view social responsibility from favorable and unfavorable aspects, presented by Keith Davis (1973) during the early 70s, contributed remarkably at that time and remained as a foundation of CSR motives for contemporary managers either. In this context, Brønn and Vidaver-Cohen (2009) classified corporate motives into three main categories as sustainability, legitimacy and profitability with 16 related variables altogether while conducting the study in Norwegian managers. While making foundation on the Keith Davis's assumptions, they found strong support from managers for some motives as already exists in the literature. The result of a survey on managers, executives and of Chartered Institute of Purchasing and Supply, an organization that help to develop professionalism to the people who involve in supply chain management, of UK demonstrates that the important reason of CSR is "the right thing to do" or indicates relational and moral motives, which is beyond the instrumentalism (Harwood et. al, 2011). Hence, such differences on motives can be the result of several external and internal forces for instance, culture, education, national system, corporation's policies, stakeholders pressure, and others. The execution and evaluation of CSR programs can further be influenced by such factors.

3.5 Implementation and Evaluations of CSR programs

Managers can apply CSR policies differently, although the nature of a company is similar. On the other hand, they can have some similar ways of operation even though they work in different types of corporations. Similarly, the evaluation of effectiveness of CSR efforts also influenced by way of carrying out such activities.

Implementation of CSR may not always be easygoing. Many challenges like economic turmoil, shareholders intentions, size of firm, budget and so on can affect proper execution of CSR programs. External economic situation like economic recession can affect the execution of CSR activities, as a survey of 121 members (senior executives, directors or managers) of the Chartered Institute of Purchasing and Supply shows in UK. (Harwood et. al. 2011). Besides big organizations, small businesses can have challenges for implementing CSR programs especially because of lack of resources. It is evident from a study that conducted to small business owner-manager of 23 businesses in western Canada to address the challenges of Social Responsibility (SR) implementation that aligning SR commitments and affiliations, balancing varied stakeholders with SR ideals and costs, and negotiating value conflicts with SR practices can be a daunting task while implementing CSR practices (Fenwick, 2010). In order to make a CSR effort effective enough, all the stakeholders should be aware of and be ready to bear the cost of it. Otherwise, such efforts would be futile. This situation has also occurred on Italian banking sector. Even though, top management has commitments towards CSR activities and allocation of huge budget, the junior operational and front line employees resists because of dissatisfaction with top management. These results an ineffective implementation of all of those practices (Calabrese and Lancioni, 2008).

The implementation of CSR programs would not be relevant without effective evaluation. The feedback either from internal or external source from such evaluation has to be properly applied before launching new CSR programs. In order to survive in the society, they have to evaluate whether the programs are equivalence with the expectations of the society (Sethi, 1979). The evaluation of firm's social performance should not only concentrate on the benefits to the firms, rather, the effect of programs on people and organizations, natural and physical environments and external social systems and institutions should also be gauged (Wood, 2010). On the other hand, CSR programs should also meet the strategic purposes. A study of managers and professionals views on ethical and social responsibility reputations in

60 well-known Australian and International companies shows that they are clear on the social and ethical reputations of corporations. Managers evaluate the reputation of the companies before they begin to work; get the services and buy shares from companies (Cacioppe et al, 2007). Therefore, the proper balance between societal and organizational benefits of any CSR activities should be ensured for organizational progress. The following section describes the techniques of corporation's social contributions only as this study measures bank's CSR performance.

3.6 Measurement of CSR Performance

CSR performance evaluation of a firm is a challenging task. Assessment has to be done fairly and transparently. Government or other authoritative institutions do not measure CSR performance being as a voluntary activity. Hence, many independent institutions, for example, EIRIS, KLD, Dow Jones Sustainability Index (DJSI), FTSE4Good Index, DSI, and European ESI, SA8000, Global Compact and others assess performance of CSR of multinational and domestic corporations. Some of them use transparent measurement techniques, for example, EIRIS and KLD use both social and environmental indicators to measure sustainability performance while some measures through literally unknown techniques. The best-in-class approach and best 30% in an industry used by DJSI and FTSE are also prominent approaches (Scholtens, 2009). In fact, the effectiveness of measurements depends on the scope of the dimensions like social, environmental and so on they cover.

Many individuals, group of experts and institutions develop and apply unique approaches to measure CSR effectiveness. Sethi (1979) presented an analytical framework to assess a firm's performance. Classifying firms responses into three dimensions- social obligation, social responsibility and social responsiveness, he outlined four categories to resolve any social problems before they occur. Though it does not contain any procedure to evaluate CSR performance, it describes the firm's behavior into pre-problem, identification, remedy and relief, and prevention stages. Scholtens (2009) attempts to develop a measurement framework for CSR performance consisting 29 indicators under four categories- codes and standards, environmental management, financial products and social conduct. The framework gives a relatively clear and transparent method of CSR performance assessment for internationally operated corporations. CSR effectiveness in the form of financial and Non-financial

performance can also be evaluated by using stakeholders' perspectives as explored by Mishra and Suar (2010). Six groups of stakeholders- employees, customers, investor, community, environment and suppliers- can provide observable financial and non-financial results. Using, such framework, they found that stock-listed firms are doing better than non-stock-listed firms in India (Mishra and Suar, 2010). Considering Equator Principles (EP), “.. a voluntary set of guidelines for promoting social and environmental responsibilities in financing projects...especially addresses a negative external affects of project finance”, Scholtens and Dam (2007) conducted a research on 412 financial institutions to see the performance variances. They found that banks adopted EP are significantly better on social, ethical and environmental policies than the banks that do not involve in EP. By using Fortune 500 data and content analysis as a technique for gathering data, Abbott and Monsen (1979) constructed a corporate social disclosure index. They showed environment, equal opportunity, personal, community investment, products and other disclosures as indicators of measuring CSR performance of corporations. They used the scale and data to analyze the response of Fortune 500, the dimensions of corporate reports and the relationship between social performance and firm's profitability. Despite having enormous techniques of CSR effectiveness evaluation in the international scenario, none of the practices are conducting in Nepalese scenario, which can be realized from the absence of academic researches, rating agencies and other independent sources.

In practice, few researches are available that measure the non-financial impact of CSR though substantial researches focuses on CSP and Financial Performance relationship (Wood, 2010). One reason of the low number of researches in literature might be the practitioner's imperfect understanding of CSP. In addition, there is still scarcity of universal method of measuring the economic and social impact of CSR. Most approaches have methodological incompetency, uncertain validity, reliability and generalizability yet (Wood and Jones, 1995). Knox et. al. (2005) concludes with a research on exploring stakeholders relationships and program reporting among FTSE listed companies, although, firms develop a clear direction about CSR programs, they hardly assess the business and social outcomes of such programs. They further emphasis that firms do not develop a systematic approach to assess the impact of CSR investments on reputation, employees and stakeholder satisfactions. However, scholars and practitioners made a lot progresses on the development of appropriate techniques.

The literature from the studies of financial benefits of CSR would be relevant to measure social contribution because of clear division in the outcomes of the corporation. However, some studies shows that the relationship between CSP and financial relationship is also not clear yet. Most of the studies compare depending on overall revenues of corporations before and after instilling CSR approaches. An integrative study about the relationship between Corporate Social Performance and Corporate Financial Performance shows that they are positively but moderately associated. The study concludes that social and environmental responsibility of a firm ultimately generates financial benefits as suggested by instrumental stakeholder theory (Orlitzky et. al., 2003). Supporting the result, an investigation between CSR and economic performance on top British companies also demonstrations that economic performance has weak association with firm's CSR investments and disclosure. Surprisingly, the study further displays that environmental protection activities relates negatively whereas women's policies relate positively with the financial performance and donations do not relate with economic performance (Balabanis, et. al, 1998). Considering Research and Development as a critical variable, Lin et. al., (2009) examined the impact of CSR on financial performance in Taiwanese cases and found that there is significant positive impact in only in the long run. However, the study did not measure non-financial performance. Another research on impact of CSR reporting in market value conducted in European banks shows that there is a mixed relationship between social reporting and stock price of bank. The result confirms that the stock price of banks in some countries has positive relation with social reporting and vice versa (Carnevale et. al., 2012). Hence, from these examples, it can be acknowledged that there are many researches conducted on the financial impact of corporate social responsibilities but non-financial performance measurements are still lacking. Moreover, the relationship between manager's perceptions and CSR performance are rather lacking in the business literature and practice.

3.7 Relationship between Manager's Perception and CSR Performance

Managers have country and industry specific views on CSR (Pederson, 2010). Therefore, a research cannot make universal inferences. Their value of commercial imperative (only) of private companies is changing towards society's concerns (Hemingway and Maclagan, 2004). As stakeholders usually demand with corporations working for social benefits rather than just complying the assumption of "do not harm" (Pederson, 2010) and as most of the recent

corporations emphasizing for carrying out CSR activities, managers motives have to be positively related with CSR performance of a firm. Nevertheless, researches on the relationship between manager's motives and firm's CSR performances are lacking in the academic area.

Beyond the manager's views, the CSR performance of an organization also influenced by various external measurement codes and standards that the organizations embrace. Banks that adopted Equator Principles, a measurement of sustainable development, have better environmental, social and ethical policies than other banks that do not follow such principles (Scholtens and Dam, 2007). Furthermore, many other factors can influence manager's views and performance of corporations on CSR. Level of education, training status, religiosity etc. can shape managers perceptions and commitments on CSR. In addition, manager's acquired qualities, such as education and trainings, are decisive than inherent maturity. Likewise, modernity acquired through hard work would be influential than traditional beliefs on luck etc (Quazi, 2003). Hence, these factors, which shape managers motives towards CSR, can determine their commitments on execution, which further determines the relationship of motives with CSR performance.

3.8 Theoretical Framework

There were lack of empirical support of CSR concepts before 80s decades (Zenisek, 1979), but, several models were developed and tests were made to explain the concepts of CSR in recent decades. Agency theory of Friedman in 1970, Stakeholder theory of Freeman in 1984, Stewardship theory of Donaldson and Davis in 1991, Stakeholder theory of Donaldson & Preston and Jones in 1995, Institutional theory of Jennings and Zandbergen in 1995, Theory of the firm by many other theorists and others have a significant contribution on the modification of CSR (McWilliams et. al, 2006). Corporate Social Performance (CSP) model of Wood, pyramid of CSR in 1999 and Carroll's three-domain approach in 2003 also played a crucial role in the CSR history. Further researches depending on these original concepts developed modified theories of CSR. This research also explores and examines managers motive and CSR performance depending on two main theories. Finally, it shows the relationship between these two aspects in a Nepalese country context.

The research incorporates two main sections (manager's motive and CSR performance) and integrates two different data sources. Such sources have their own original foundations. Two key principles of corporate social responsibilities are presented in this section although many other similar theories exist in the literature. The first section is originated from the theory of Keith Devis's (1973) "The Case for and Against of Social Responsibilities" and the second section is influenced from the CSR framework of Bert Scholtens (2009) to measure CSR performance of banks. The following two paragraphs briefly introduce such theories and link with this study.

CSR was termed as SR (Social Responsibility) before 1950s because of the limited number of corporations involvement in business activities, and the behaviors regarding CSR were just emerging (Carroll, 1999). Explaining the same term Social Responsibility on his popular article "The Case for and Against Business Assumption of Social Responsibilities" Keith Davis (1973), a prominent contributor of CSR, expressed positive and negative arguments regarding CSR. He proposed the relevance of CSR positively as long-run self interest of business, improve the public image, viability of business, avoidance of costly government Legislations, adjustment of sociocultural norms, meeting stockholder interest, a trial to the business sector, the resources with businesses for solving the social problems, the chance of businesses to turn innovative ideas into social problems and in the sense of prevention is better than cure. On the other hand, he also gave arguments against CSR saying businesses cannot fulfill such burden because of profit orientation; inability of spending a large portion of budget; lack of social skills; chance of weakening of business primary purpose; and weak international balance of payments (Davis, 1973). Even after publication of several years, his analysis remains as the basis for normative and descriptive theory as well as the foundation for many empirical researches (Brønn and Vidaver-Cohen, 2009). Brønn and Vidaver-Cohen (2009) conducted an exploratory study with the managers of 500 Norwegian companies to examine corporate motives for social initiatives using the foundation of Keith Davis (1973). They formulated and applied the questionnaire relying on the reasons for involving in social responsibility presented by Keith Davis. The questionnaire for corporate motive for social initiative of Brønn and Cohen is partly (directly) used in this research to explore the motives of Nepalese managers of commercial banks regarding CSR.

On the other hand, Scholtens (2009) developed a framework to assess CSR performance of banks using similar measurement basis applied by Jeucken (2001). The sustainability

performance of international banks is measured by using both social and environmental indicators. However, none of the economic performance indicators are used in the framework. Unlike some of other officially established rating system like KLD and EIRIS, the framework does not consider corporate governance and compliance issues assuming that banks listed in the stock market already have to comply related legal issues (Scholtens, 2009). The framework is designed to provide a transparent system to measurement CSR performance of corporations. By using four categories of indicators, - codes of ethics, sustainability reporting and environmental management systems environmental management, responsible financial products and social conduct, the framework incorporates 29 variables in total (Scholtens, 2009). The scores of such variables are calculated to generate an aggregate score in percentage form. Then, on the basis of such scores, their performances would be measured. The similar indicators are applied here to observe CSR performance of Nepalese banks except using one major category- codes of ethics, sustainability reporting and environmental management system assuming that such domestic banks do not meet such standards. Hence, this research only integrates three categories of CSR indicators and their associated variables to see CSR performance.

Chapter 4: Methodology

Quantitative research method, “*..the collection of numerical data,..the view of relationship between theory and research..a deductive and..predilection for a natural science approach,*”(Bryman, 2008) is applied in this research to explore manager’s perception, examine bank’ s CSR performance and see the association between them. Managers’ views on motives along with implementation factors and evaluation techniques are explored through questionnaire survey. The perceptions are presented in a descriptive way with much focus on motive reasons as this study focuses on exploring the motive reasons for involving in CSR activities. Bank’s performances on CSR as stated on annual reports are assessed through three CSR indicators. Then, the relationship between manager’s motives and bank’s actual CSR performances is established using Pearson Correlation Coefficient, “*first formal correlation measure and still... The most widely used measure of relationship and....a dimensionless index, which is invariant to linear transformation of either variable*” (Rodgers and Nicewander, 1988). Developed by Galton in 1888 and further defined by Karl Pearson in

1995, Pearson product-moment correlation, (r), is the technique that shows the linear dependence between two variables (ibid).

The questionnaire survey is a major technique of collecting primary data to examine manager's attitude on CSR. Likert scale, "*is used to measure attitude,.. consists of a series of statements to which a respondent is to indicate a degree of agreement or disagreement using.. and.. includes options: strongly agree, agree, neither agree nor disagree, disagree, strongly disagree*" (Albaum, 1997). The scale, "developed by American educator and organizational psychologist R. Likert in the 1920s in an attempt to improve the measurement in social research.." (Wu, 2007), is useful to collect manager's attitudes and analyze them in a descriptive way. The scale is used mainly for motive reasons related variables and secondarily for two other categories of variables- implementation factors and evaluation techniques. Motive level comprises the reasons behind involving in CSR activities. The second and third variables are designed to represent manager's response from the participation on actual implementation and evaluation of CSR activities. Motive variables (only) are considered in case of managers already could not execute any CSR activities. Therefore, manager's motive is considered as a main perspective throughout the study. Other two categories are derived to investigate the supporting factors for implementation of CSR activities and evaluation techniques managers are employing. The responses are analyzed descriptively after calculating averages, making rankings and presenting them in charts.

On the other hand, environmental concerns, responsible financial products and social conducts were assessed to examine bank's actual CSR performances. Bank's performances are presented after scrutinizing their annual reports and sustainable or other published reports. Annual reports and sustainable reports were assessed to know whether banks have made some efforts in the environmental sector, financial products and welfare related activities, in addition to their regular commercial activities. After identifying bank's CSR actions on such indicators, the cumulative score (in percentage) is calculated. No hypotheses are tested, but the responses received on motive level and cumulative results of CSR activities performed by the bank are separately presented. Finally, The Pearson product-moment is used to see the association between manager's motive and the overall performance of banks. In doing so, a number of sub-variables are used under both categories- manager's perception and CSR performance of banks. More details on population and sample, nature of data and variables, data collection and the procedure of analysis are presented below respectively.

4.1 Population and Sample

The number of the population of this research is 31 commercial banks operating in Nepal during the data collection period. All banks are taken into consideration while collecting primary data. In that case, there was no need to take certain portion of sample from the whole population. A responsible manager for CSR from all banks is regarded as respondents. As this research has collected data in two different ways- questionnaire as primary and reports as secondary, same banks are considered for analysis. Total number of valid responses is twenty-five on questionnaires out of 31 questionnaires, so all the computations are made for 25 banks to make the results much relevant.

4.2 Nature of variables/indicators

The research has twofold data. One is used to extract manager's perception on motive reasons, implementation factors and evaluation techniques on CSR activities and another is used to assess the CSR performance in environmental management, financial products and social conducts. A number of associated variables are applied either to explore manager's attitudes and efforts or to measure the actual performance of these commercial banks. Thirty-two sub-variables are used to identify the manager's perception under the main categories of motive reasons/levels, implementation factors and evaluation techniques. Sixteen sub-variables in Motive reasons, eight in implementation factors and the same number in evaluation tools respectively are included. Managers are given choice not to go to the second and third question in case of the bank has not done any CSR related activities in the past. All of sub-variables in manager's perception are shown in table 2.

The survey questionnaire contains the seven-point Likert scale beginning from 1 representing strongly disagree to 7 implying strongly agree for 1st question and 1 to 7 symbolizing low to high level for 1.1 and 1.2 section of the first research question. The questionnaire contains 3 sequential parts beginning from motive and ending with the evaluation level. The 16 variables related to motive reasons is directly taken from the previous research of Brønn and Vidaver-Cohen (2009). But the foundation of such variables is a noteworthy journal "The Case for and against Business Assumption of Social Responsibilities", written by Keith Davis in 1973. The

second and the third part includes the implementation and evaluation items, with 8 variables each on the same Likert scale model that is designed to understand further managers' efforts in the proper execution of CSR programs. Such categories are generated after reviewing a couple of other academic papers. All the sub-variables are denoted with the serial number beginning from 1,01 to 1,16 for motive reasons, 2,01 to 2,08 for implementation factors and 3,01 to 3,08 for evaluation techniques. The sub-variables on motive reasons clarify by what reason Nepalese banking managers are prioritizing to invest. Furthermore, implementation factors would show key (internal or external) elements that influence the execution of CSR activities. Finally, the techniques that are using by managers to assess the effectiveness of CSR programs are shown in evaluation techniques. The details and structure of such variables and their associated sub-variables are incorporated in the table 3.

Table 3: List of Motive, Implementation and Evaluation Variables

Motive Reason/Levels		Implementation Factors		Evaluation Techniques	
1,01	Serve Long-term Company Interests	2,01	Support from Top Management	3,01	Field Assessment
1,02	Improve Image	2,02	Employee's Moral and Motivation	3,02	Observation of Social Change
1,03	Remain Competitive	2,03	Budget Allocation is Sufficient	3,03	Reputation/Image Building
1,04	Avoid Regulation	2,04	Coordination with other institutions	3,04	Enough Resources (human and financial)
1,05	Fulfill Stakeholder Expectations	2,05	Social Norm and values	3,05	Market Competitiveness
1,06	Meet Shareholder Demands	2,06	Independent Department inside Bank	3,06	Feedback and Follow up
1,07	Solve Social problems better	2,07	Public Participation	3,07	Employees' Moral and Motivation
1,08	Share Resources with Society	2,08	Stability for CSR Programs	3,08	Efficiency and Scope
1,09	Create Financial Opportunity				
1,1	Prevent Future Business Problems				
1,11	Concern for Society's Future				
1,12	Personal Satisfaction				
1,13	No Good Reason not to				
1,14	Strengthen Global Networks				
1,15	Be Recognized for Moral Leadership				
1,16	Learn from Social Agencies				

Source (for Motive level): Brønn and Vidaver-Cohen (2009)

The second part of this research is relied on a CSR framework, developed by Scholtens (2009) in a research paper "CSR in the International Banking Industry", for the construction of data. The indicators are used from the framework of Scholtens (2009) that were used to

compare 32 international banks operated in North America, Europe and Pacific regions. The first category of framework- Codes of ethics, reporting and systems is omitted in this research because of having very less probability of engagement of Nepalese banks in such internationally recognized standards.. It is because international banks consider high degree of CSR involvement in a competitive environment through meeting the requirement of some major CSR codes like “ICC Business Charter Sustainable Development”, “UNEP FI”, “Equator Principles” “Global Compact” and others. The high degree of concentration of Nepalese banks in domestic transaction also makes the category irrelevant. The rest of other three categories- environmental management, responsible financial products and social conduct- seem useful for Nepalese banks and their managers because of practicing similar CSR activities. In total, 21 sub-indicators are used including 8 in environmental management, 7 in responsible financial products and 6 in social conduct respectively. Environmental management is related to meet the stakeholder’s expectation on environmental issues; responsible financial products is related to quality of services offer by the banks and social conduct is associated to social programs that directly benefit the societies. The indicators and sub-indicators are presented in the table 4. (The real contribution (in terms of scores) of commercial banking sector as shown in table 4 will be further explained in the result section).

4.3 Data collection

Data was collected in two different ways. Questionnaires were directly distributed and collected from the managers to understand their views. On the other hand, the annual reports were collected from the websites of respective banks see the CSR performances.

Table 4: Performance of Commercial Banks in Percentage (in 2012)

No.	Indicators	No. of Banks	Percentage	Ranking
Environmental Management				
1	Environmental Policy	-	-	-
2	Supply Chain Management	-	-	-
3	Quantitative Env. Management Targets	6	24	9
4	Transparency of Performance	4	16	10-12
5	Environmental Rank Management	1	4	16-17
6	Exclusion of Specific Sectors	-	-	-
7	World Bank Guidelines	3	12	13-15
8	OESO Guidelines	-	-	-
Responsible Financial Products				
9	Socially Responsible Investing	11	44	5-6

10	Sustainable Responsible Saving	7	28	10-12
11	Sustainable Financing	17	68	3
12	Microcredit	11	44	5-6
13	Environmental Advice Services	1	4	16-17
14	Climate Products	3	12	13-15
15	Other Sustainability Products	4	16	10-12
	Social Conduct			
16	Sponsoring	24	96	1
17	Community Investing	18	72	2
18	Training & Education	15	60	4
19	Diversity & Opportunities	9	36	7-8
20	Feedback from Employees	3	12	13-15
21	Business Ethics	9	36	7-8
	No. of Banks	25	100	

Source: Scholtens (2009)

During the survey, it was noticed from Internet surfing and customer service section's responses on queries that most banks have a marketing department that carries out welfare related CSR activities along with marketing activities in consultation with top-level management. They are predominantly responsible to make, execute and evaluate the policies, programs and effectiveness respectively. As many previous studies shown, their motives give the CSR direction to the corporations. Therefore, marketing managers of most of the banks became the respondents of this research. Human resources and research and development managers also responded in few banks in the absence of marketing managers. After preparing a questionnaire for the survey, that was distributed directly to those managers of corporate/head offices of the banks that are located in Kathmandu, the capital city of Nepal. Hence, Kathmandu is the research area of this study, which is located in mid-region of Nepal. Responses were received during two months period after frequent visits only from 25 managers out of 31, representing 80.64% response rate. Hence, the primary data collection from the actual field has finished at the end of February that was started in first of January 2012.

The second part of data collection is relatively easy because all of them are of secondary based. Annual reports and sustainability or CSR reports (if any) that are available on the websites of respective banks were downloaded in addition to direct collection of available hard copy reports during survey data collection period. The collected reports were examined cautiously in order to extract information on bank's efforts on environmental issues, sustainable financial products and social conducts. Most of the banks have presented a

separate section in annual reports about their CSR strategies. But, in fact, no more than two banks (Laxmi and KIST) have incorporated separate section in their websites until the time of data collection. Banks include the total amount of expenses that were spent throughout the nation on any CSR related issue in profit and loss account of the balance sheet in various names like donations, trainings, educations for students and others. On the basis of bank's involvement on certain CSR indicators that are incorporated in the annual report, CSR score does not consist the amount (in figure) of such expenses.

The scores were given after rationally appraised the actual CSR actions that are stated on annual reports. Code "1" is given to the related sub-indicator of any of three main CSR performance indicators if banks have done some acts as postulated by the indicators. For example, a bank can get code "1" if it contained "donation" in the annual report or sustainable report with the amount in quantitative figure during a year. The points are finally summed in order to identify the total score of a bank. The percentage is calculated, after summing the total points, assuming one hundred percent for the banks that have performed satisfactorily on all the sub-indicators and zero percent if done nothing. And the rest of scores depends on the number of indicators banks have met. After converted the raw data in an understandable and quantitative manner the further procedure is undertaken for analysis.

4.4 Procedure

Primary data are used to explore the attitude of managers while secondary data are used to examine the performance of banks. Manager's perception is classified on the basis of their choice in certain reasons. Sixteen motive reasons are primarily considered as manager's perception. Implementation factors and evaluation techniques are not prioritized as manager's perception since there are related to based on pre-designed CSR programs. On the other hand, CSR performances of banks are presented in tabular form after calculating the score on CSR indicators from bank's published reports. Rankings are made to analyze both data descriptively. Further table and the chart are presented to compare manager's motive and bank's performance. The statistical association is tested through Pearson product-moment correlation (r) using SPSS, computer software used to analyze statistical data. Cronbach Alpha is calculated to confirm the reliability of the questionnaire.

The analysis shows in an orderly manner what motives Nepalese banking managers have before they make and take the strategies and actions respectively regarding CSR. The mean of Likert scale questions is calculated, for all motive variables, to see the manager's average level of agreement/disagreement. Similarly, mean from only agreed and top score (5-7) of motive reasons is calculated to further scrutinize manager's choice on motive variables which is used to test the association between motives and performances. In doing so, It is assumed that only agreed score represent appropriately what the managers wish to do. Further rankings have also been arranged to highlight manager's choice on motive level. Moreover, the important factors that influence CSR implementation would be identified and the most-frequent techniques that are employed to assess the effectiveness of these programs would also be discovered. Tables, figures and rankings on the basis of the score are presented to find out the key items on the rest of both perception categories.

On the other hand, the CSR indicators are used to see the bank's real performance on mainly three categories- Environmental management, Responsible financial products and Social conduct. Annual report of the last fiscal year (2011/12) is considered because of lack of other published CSR related reports. In case of lack of annual reports of the last fiscal year, data from the previous fiscal year (2010/11) have been used, however, the cases are very low. CSR issues and agendas in a separate topic of annual reports are shown in profit and loss account of the balance sheet as expenses that contributed strongly to sort and shape the secondary data. By summing the code "1" on all 21 sub-indicators of three main indicators, the bank's total performance on CSR are presented through tables and charts. The cumulative score is shown in percentage form for the actual performance. The rankings made on the indicators and especially on banks on the basis of such performance became the foundation for relationship between manager's motive and bank's performance. In other words, the Pearson product-moment correlation (r) shows the actual value on how the two board variables are associated with each other.

In order to test the reliability of the questionnaire, Cronbach Alpha (α), named as coefficient alpha, is computed. The alpha, "*which would be used for any test on which scores are produced by summing the scores of two or more test items*" was named later as Cronbach Alpha for the honor of the great researcher LJ Cronbach (Miller, 1995). The aggregate result of this test is shown in chapter 5. Then, individual results for all perception variables are presented in the appendix to see the contribution of each variable.

The following chapter discusses in detail how the data are analyzed to answer the research questions.

Chapter 5: Data Analysis

This chapter deals with data analysis and presentation of results from the data collected using a questionnaire and secondary reports of commercial banks. Beginning from presenting the list of motive reasons and the values, this segment of the research shows the in-depth analysis on all research questions. With the help of tables, figures and statistical results, all research questions are answered. By using MS Excel and SPSS partially, the association between major variables has also been shown along with Cronbach Alpha, the reliability test.

5.1 Results and Interpretation

This section encloses modified results from the data received from the questionnaire and reports in a sequential order beginning from presentation of tables with means, rankings and bar charts for motive reasons. Brief presentation and interpretation on implementation factors and evaluation techniques also been made. The ranking of summative scores of CSR indicators in percentage form shows the CSR contribution of twenty-five banks. Descriptive and comparative tables show the CSR perception and performance scores of the banks. Then, the result of Pearson product moment correlation shows the association between motive levels and CSR performances. Finally, the result of Cronbach's Alpha ensures the reliability test of the questionnaire.

5.1.1 Perception on Motives

This section includes the computation of the mean score of the scale 1-7 for motive reasons and banks. Table 5 comprises the ranking of average score from higher to lower values. The mean score on agreed responses (top 5-7 points) has also been calculated with the ranking. The top score (5-7) represents only agreed points of the motive reasons. Managers rated differently on the scales of motive variables with some higher score and vice versa. Improve

image got the highest score of 5.92, followed by concerns for societies future, leadership and serve the long-term company interests respectively. The disagreed motive reasons or the lowest scorers from the bottom are to avoid regulation, no good reason, prevent future business problems, meet shareholders demands, create financial opportunities, and strengthen global networks respectively out of which avoid regulation got the lowest score of 2.92 and others acquired the valued between 3 to 4. Managers agreed to some extent for the rest of the variables of motive level with the average score between 4 and 5. They are- solve social problems better, remain competitive, share resources with society, personal satisfaction and learn from social agencies. "Fulfill stakeholder's expectation" has got exactly score 4 making it a neutral reason for motive among others.

Table 5: CSR Motives Scores and Ranks

CSR Motives	Mean Score (1-7)	Ranking (1-7)	Top Score (5-7) %	Ranking (5-7)
Improve Image	5,92	1	92	1
Concern For Society's Future	5,4	2	64	4-6
Be Recognized for Moral Leadership	5,24	3	72	2-3
Serve Long-term Company Interests	5,2	4	72	2-3
Solve Social problems better	4,88	5	64	4-6
Remain Competitive	4,64	6	64	4-6
Share Resources with Society	4,6	7	56	7
Personal Satisfaction	4,36	8	52	8
Learn from Social Agencies	4,36	9	48	9
Fulfill Stakeholder Expectations	4,0	10	32	10-13
Strengthen Global Networks	3,68	11	32	10-13
Create Financial Opportunity	3,56	12	24	10-13
Meet Shareholder Demands	3,48	13	16	14-16
Prevent Future Business Problems	3,32	14	32	10-13
No Good Reason not to	3,16	15	16	14-16
Avoid Regulation	2,92	16	16	14-16

Not surprisingly, ranking of the top score only also (while counting 5 to 7 scores as agree options) is not much different than average motive score. However, some items remained in a similar position because of average calculation of only higher score, which includes comparatively fewer details than average score of 1-7. The top item improve image is in the same 1st position followed by recognized for moral leadership and serve the long-term company interests. Only "concern for society's future" remained in 4-6 positions equaling with other two variables - solve social problems better and remain competitive. The lower

mean scores of 5-7 score are also not much different than that of total average. For example, avoid regulations and no good reasons are also in lower scorers. Meet shareholders demands got fewer points in 5-7 score than average of total. In the same way, there are not significant differences for other variables in the rankings of these two measurements.

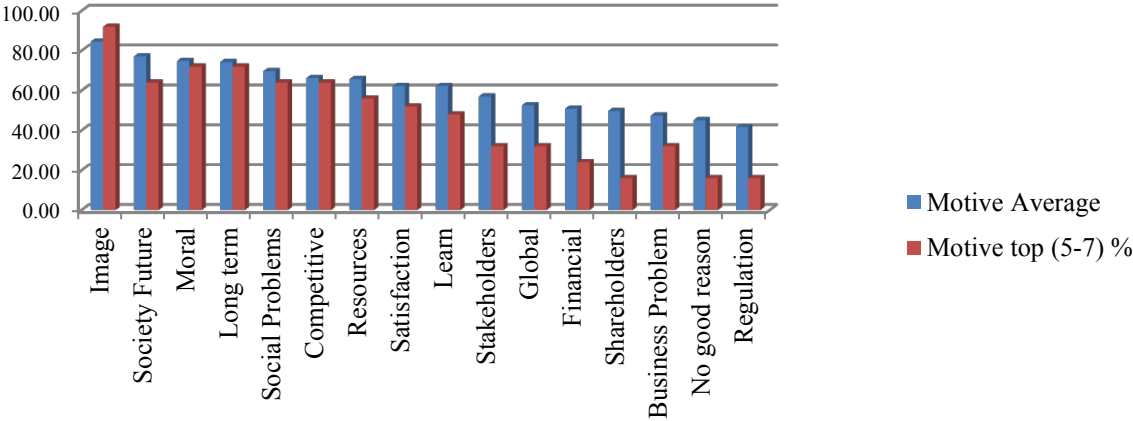


Figure 1: Motive (1-7) and Motive Top Score (5-7) in Percentage

Figure 1 and figure 2 further clearly depict the scores of such indicators in two different ways. The chart above depicts the average score of 1-7 and 5-7 scales on motive reasons. Figure 1 shows the average motives of sixteen sub-variables after converting them into percentage form. The blue lines and red lines in the figure represent the mean score of all seven points (from 1-strongly disagree to 7-strongly agree) and average scores of top (5-7) points respectively in percentage form. Almost variables in the figure, except improve image, have a higher score in (total) average than that of the top score. In addition, approximately half of the variables (Improve Image, Concern for society future, moral leadership, Long term interests, Solve social problems, Remain competitive, Share resources with society, Personal satisfaction and Learn from social agencies) have fewer differences while the rest of variables has much difference between the mean value of 1-7 and 5-7. However, the tendency of variables on both averages does seem very positive.

Motives (Banks)

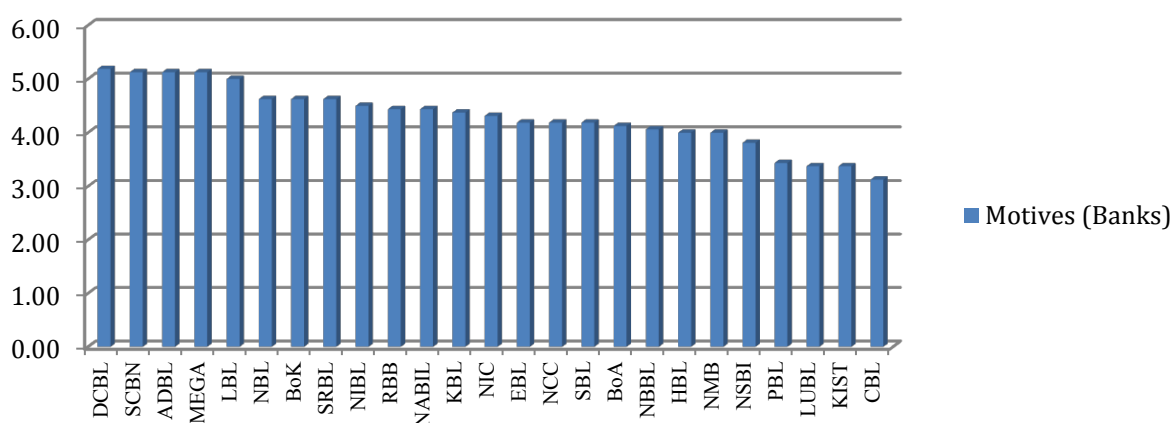


Figure 2: Aggregate Motive Reasons of Banks

The chart above consists the motive average of managers from twenty-five banks with the discrete data set of banks. The managers from six banks namely Machhapuchre (MBL), Global (GBL), Janata (JBNL), Commerz & Trust (CTBN), CIVIL and Century (CCBL) are excluded because of not responding on the questionnaire. Most of the banks except NSBI, Lumbini (LUBL), Citizens (CBL), Prime (PCBL) and KIST, have above 4 score representing they agree for involving in CSR activities. CBL has the lowest score less than 4, which represents that manager of this bank does not agree to fulfill CSR activities. On the other hand, the banks with an average score of more than 5 are also not few in all of the 16 sub variables. Development and Credit Bank Limited (DCBL), Standard Chartered (SCBN), ADBL, MEGA and Laxmi (LBL) are the ones with having the highest score (more than 5) on the figure. The manager of DCBL strongly agrees for fulfillment of all the motive variables with the highest average score of 5.19 followed by SCBN, ADBL, MEGA and LBL. The other fifteen banks have an average score of 4 to 5. These banks also have agreed average score, slightly better than the neutral position. As expected, none of the banks are in the extreme line of either strongly agree or disagree.

5.1.2 Perception on Implementation and Evaluation

Two tables of this section simply presents manager’s perception on implementation factors and evaluation techniques. Some of factors that influence the CSR related activities have got relatively high score. Surprisingly, managers agreed on all of the factors that affect them when carrying out the activities. Evaluation techniques also have similar trend.

Table 6: Implementation Factors

Implementation Factors	Average Score	Ranking
Budget	5,43	1
Public participation	5,38	2
Stability	5,19	3
Independent dept	4,95	4
Coordination	4,76	5
Social values	4,71	6
Employee`s morale	4,43	7
Support of Top mgmt	4,38	8

Managers highly agree on sufficient budget allocation than other factors during the implementation phase of CSR activities. Public participation is also highly satisfactory according to them with having second highest score. Managers also thought that banks are involving stably on such programs. However, rest of other factors got relatively lower scores than 5 representing that managers are just hardly agreed on such issues. Independent department inside bank, coordination from other agencies, and social values have relatively similar scores. On the other hand, employees morale and support from top executives have lower scores at all showing that managers hardly satisfy on such issues.

Table 7: Evaluation Techniques

Evaluation Techniques	Average Score	Ranking
Field Assessment	5,62	1
Social Change	5,57	2-3
Efficiency	5,57	2-3
Employee morale	5,24	4
Competitiveness	5,19	5
Reputation	4,9	6
Resources	4,76	7
Feedback	4,47	8

Table 7 presents the techniques managers apply for evaluating the effectiveness of CSR activities. Managers are asked to share their experiences on the evaluation of the effectiveness. Eight techniques represent the way of evaluating the programs. Managers do agree on all of the techniques. They mostly use field assessment technique for the evaluation of CSR activities followed by observation of social change and efficiency. The reason might be the bank's involvement in donation and charity related activities. Furthermore, they consider employee morale as satisfactory which slightly equates with competitiveness of the programs in comparison to other competitors. All of the above-explained techniques got the average score of more than 5 depicting that they agree moderately for the use of them to

evaluate CSR. Rest of the techniques is not strongly approved as better ways of evaluation. Reputation of the corporation, the amount and quality of resources and feedback from the stakeholders are relatively lower agreed techniques of CSR than others.

5.1.3 CSR Performance of Banks

The table 4 (shown in nature of variables/indicators section of Chapter 4) presents bank's actual CSR performance and the measurement basis of CSR performance of such banks. The table reveals the number of banks and percentage scores with ranks on bank's participation and contribution on three main CSR indicators with twenty-one sub-indicators. The table includes the percentage of CSR performance based on 25 banks. Additionally, the ranking further clarifies bank's prioritized CSR indicators.

Nepalese banks are mostly interested in social conduct and less focused on environmental management. A lot of banks are participating in different activities related to social conducts. 96% of banks have given some financial resources to the society as sponsoring followed by community investing with 72%. Both topics lie in 1st and 2nd ranking under the social conduct indicator. (It is to be remembered that banks invest very few portion of their annual net profit i.e. less than 0.5% in these popular topics though they claimed of heavily focusing on these philanthropic activities as CSR). 68% of banks are also involving in sustainable financing, with 3rd rank investing in reliable projects and meeting most of the legal compliance determined by the central bank. Similarly, 60% of banks conduct training and education activities. Surprisingly, microcredit and social responsible investing, the main areas to invest, are not satisfactory because of only less than half of the banks are assessable to the majority of Nepalese rural population. Diversity and opportunities and business ethics are other non-prioritized areas of CSR. Unfortunately, most of the banks give less priority for the environmental protection related responsibilities. The majority of banks ignore the environmental issues. Only less than one in five banks addresses increasingly deteriorating environmental conditions of Nepal. It is so sad to mention that none of the banks makes clear policy regarding environmental protection and sustainable investment on these issues, although few of them openly expresses their interests to preserve the nature. The exception is standard chartered bank.

The table 8 shows the integrated CSR performance (in percentage) of Nepalese commercial banks. Individual banks' performance on 21 CSR sub-indicators, from number 1 to 21 as shown in the table 4, can be seen in the table. CSR indicators lies on the horizontal side, and banks situate on the vertical side. The left-most column shows the name of banks on the short form. The total scores on second from last on the right column (%) and ranking on right-most column are the most important output of the table. This column comprises the total score of CSR performance in percentage form by summing all single codes in each 21 CSR indicators.

Table 8: Individual Bank's integrated CSR Performance

CSR Indicators																					Total Score %	Ranking	
Banks	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20			21
SCBN			1	1			1		1	1	1	1		1	1	1	1	1	1	1	1	66,67	1
LBL		1	1						1	1	1	1		1	1	1	1				1	52,38	2-3
RBB							1		1	1	1	1			1	1	1	1	1		1	52,38	2-3
HBL			1							1	1	1				1	1	1	1		1	42,86	4
NIBL			1	1	1				1		1					1	1	1				38,10	5
NABIL									1		1	1				1	1	1			1	33,33	6-11
NSBI									1		1					1	1	1	1		1	33,33	6-11
KIST									1		1					1	1	1			1	33,33	6-11
KBL										1	1					1	1	1			1	33,33	6-11
NIC				1							1					1	1	1	1		1	33,33	6-11
MEGA									1		1	1	1	1		1	1					33,33	6-11
BoK		1					1								1	1		1	1			28,57	12
ADBL											1	1				1	1	1				23,81	13-15
CBL										1						1	1	1	1			23,81	13-15
SRBL											1					1	1	1	1			23,81	13-15
NMB			1													1	1	1				19,05	16-17
NBBL									1			1				1	1					19,05	16-17
NCC									1		1					1						14,29	18-24
LUBL											1	1				1						14,29	18-24
DCBL																1	1	1				14,29	18-24
NBL									1		1	1										14,29	18-24
SBL										1						1	1					14,29	18-24
EBL											1	1				1						14,29	18-24
PCBL																1			1		1	14,29	18-24
BoA																1						4,76	25

The result on the basis of the currently using a framework is unsatisfactory because of very few banks have been addressing on key CSR issues. The table below shows that only SCBN has scored relatively satisfactory with total score of 66.67% contribution on CSR indicators and remained on 1st rank by the fiscal year 2011/12. Only two other banks RBB, a government owned, and LBL, a private commercial bank, scored nearly 52% with 2-3 positions. The rest of banks has less than 50% score, that is very disappointing result for the country like Nepal where people are expecting contributions for social development from such banks. Himalayan bank (HBL), another higher performed bank, has achieved 42% score being a 4th-top bank among 25 commercial banks followed by Nepal Investment Bank

Limited (NIBL) with having 38% performance. Six other banks namely: NABIL, Nepal SBI Bank Limited (NSBI), KIST, Kumari Bank Limited (KBL), Nepal Industrial and Commerce Bank (NIC) and MEGA bank are remaining on sixth to eleven position with having equal score of 33.33 % in total CSR performance followed by Bank of Kathmandu (BoK) with 28% with 12th position. The banks- ADBL, Citizens Bank Limited (CBL) and Sunrise Bank (SRBL) remain in 13-15 rank; Nepal Bangladesh Bank Limited (NBBL) and NMB Bank in 16-17 rank; and Nepal Credit and Commerce Bank (NCC), LUBL, DCBL, NBL, Siddhartha Bank (SBL) and PCBL banks in 18-24 ranks with approximately 14% score. Bank of Asia (BoA) is the lowest performer among all meeting only one indicator out of 21. The table clearly shows that the performance of banks rely on the age of banks where old banks are doing better with some expectations.

The next section below further shows the association of managers motive reasons and CSR performance of banks.

5.1.4 Association between Motives and Performances

Table 9 is a descriptive-cum-comparative presentation of key variables- CSR motives of managers and CSR performance of banks. The motive reasons are not converted in percentage form to make understandable. The figure 2, in perception on motive section, discusses in detail the average motive reasons in terms of banks. This table additionally contains ranking of average motive that makes easier to know the position of banks, represented by managers, on overall CSR motives. Most importantly, the central column contains average percentage score of only agreed indicators or mean value of the top score (5-7) from the respective bank. Ranking of mean of the top score further make easier to identify manager`s motive choices on the basis of agreed points (5-7). CSR performance score of another column has already been analyzed in the table 8. Four columns in the table 9 (motives top (5-7) percentage score and CSR performance score and each of those ranking) in a bold font demonstrate the further statistical tests on the association between motive and performance. The reason of doing so is to get the exact result on the association between variables. An additional figure has also been made below to assess the comparative scores (in percentage form) on manager`s motive top score and bank`s CSR performance.

Table 9: Manager's Motive and Performance of Banks

Banks	Motive Reasons (Average)	Motives Ranking	Motives Score (5-7) %	Motives (5-7) Score Ranking	CSR Performance %	CSR Performance Ranking
SCBN	5,13	2-4	75	1-2	66,67	1
RBB	4,44	10-11	50	11-14	52,38	2-3
LBL	5,00	5	56.25	6-10	52,38	2-3
HBL	4,00	19-20	43.75	15-18	42,86	4
NIBL	4,50	9	50	11-14	38,10	5
NABIL	4,44	10-11	62.5	4-5	33,33	6-11
NSBI	3,81	21	25	23	33,33	6-11
KIST	3,38	23-24	31.25	20-22	33,33	6-11
MEGA	5,13	2-4	68.75	3	33,33	6-11
NIC	4,31	13	56.25	6-10	33,33	6-11
KBL	4,38	12	50	11-14	33,33	6-11
BoK	4,63	6-8	50	11-14	28,57	12
SRBL	4,63	6-8	56.25	6-10	23,81	13-15
ADBL	5,13	2-4	75	1-2	23,81	13-15
CBL	3,13	25	31.25	20-22	23,81	13-15
NBBL	4,06	18	31.25	20-22	19,05	16-17
NMB	4,00	19-20	37.5	19	19,05	16-17
NBL	4,63	6-8	62.5	4-5	14,29	18-24
EBL	4,19	14-16	43.75	15-18	14,29	18-24
NCC	4,19	14-16	43.75	15-18	14,29	18-24
LUBL	3,38	23-24	18.75	24-25	14,29	18-24
SBL	4,19	14-16	56.25	6-10	14,29	18-24
DCBL	5,19	1	56.25	6-10	14,29	18-24
PCBL	3,44	22	18.75	24-25	14,29	18-24
BoA	4,13	17	43.75	15-18	4,76	25

The results of such rankings are unbelievably inconsistent. Most of the banks have remarkable differences between rankings of two major variables CSR motives and CSR performances. For example, DCBL bank, which was on the first rank on motive level, later remained on 18-24 positions on actual performance. The banks which remain behind on the actual performance then manager's state and relatively close are NABIL, NIC, KBL, MEGA, BoK, ADBL, SRBL, NBL, EBL, NCC, SBL, DCBL and BoA in a chronological order from higher to lower CSR performers respectively. On the contrary, four banks- SCBL, RBB, NSBI and KIST are ahead in actual performance than managers' average agreed score. Rest of banks- LBL, HBL, NIBL, CBL, NBBL, NMB, LUBL and PCBL has lower performances than managers stated on motive reasons respectively from higher to lower performers. However, the differences only on the basis of rankings does not deliver the actual quantitative figure regarding how much contribution banks are making against the motives of managers. It just shows the pattern or trend on whether they are doing better than said and vice versa.

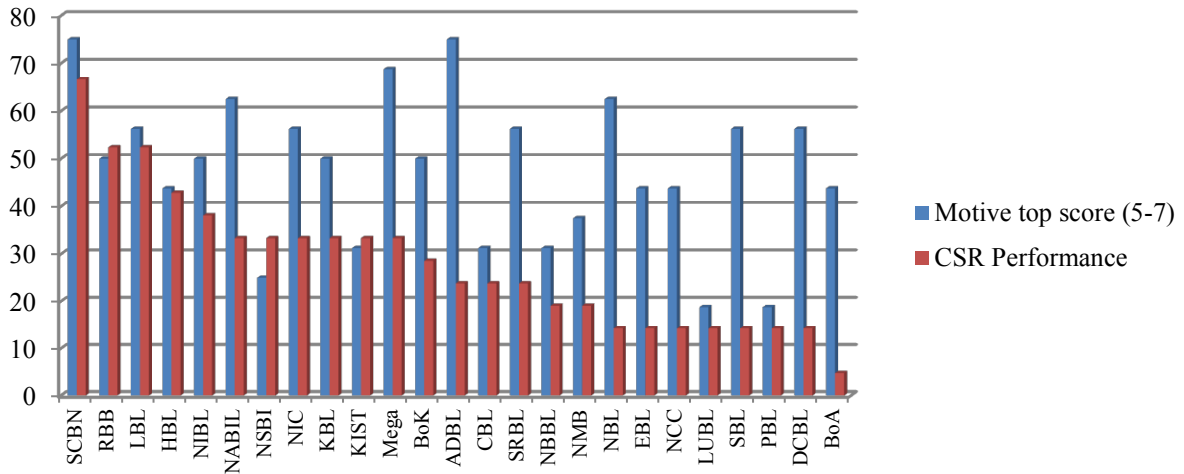


Figure 3: Manager's Motive (5-7) and Bank's Performance in Percentage

The figure 3 shows manager's top (5-7) motive score and bank's performances in a comparable way in percentage form. The chart consists the banks as discrete data set in horizontal side and percentage motives and performance scores in vertical side. The blue color represents manager's motive top score, and red color depicts CSR performance of banks respectively in terms of average scores. The result shows substantial varieties in the manager's selection of motive reasons for taking CSR actions. The overall CSR performance of most of the banks is lower than manager's expression as their motives reasons. Such differences show that there may be something inadequate situation either in the attitudes of managers or other circumstances inside and outside banks because of such inconsistent results. The table can show mainly three things. Either the managers of most of the banks are not well determined in the CSR issues, or they exaggerate for CSR motive reasons, or some other factors can greatly influence on CSR decisions because of the similar trend of higher motive top score but lower performance of many banks. Also, it does not mean that banks, which are ahead in CSR performance rankings, are not necessarily performing better than what their managers said. Besides, most of the new banks are showing relatively much poor performance in CSR outcomes than what managers replied in the questionnaire. On the basis of these two variables, the following statistical association is tested using SPSS.

Table 10: Pearson Correlations

		Motive top score (5-7)	CSR Performance
Motive top score (5-7)	Pearson Correlation	1	,366
	Sig. (2-tailed)		,072
CSR Performance	Pearson Correlation	,366	1
	Sig. (2-tailed)	,072	

Table 10 shows the result of Pearson’s product-moment correlation (r). The result is not as per general assumption. There is no association between two key variables- managers motive reasons and banks CSR performances. Two- tailed significance level (p - value) is 0.072 which is greater than 0.05 explaining that variables do not correlate 7.2 times out of 100 times. In other words, 7.2 out of 100 cases of relationship between manager’s motives and CSR performances are statistically insignificant. The number of paired observation or sample for the study is 25.

In addition, the table below shows the value of Cronbach’s Alpha (α), which measures the level of internal consistency of the data. The value of $\alpha = 0.723$ indicates a high degree of internal consistency of the scale. Since the research comprises 32 sub-variables as managers’ perception, all of them are used in this statistic.

Table 11: Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
,723	,704	32

Furthermore, “Cronbach’s Alpha if item is deleted” column has been presented in table “Item-Total Statistics” in Appendix- E along with other four columns. These are- scale mean, scale variance if any specific item deleted, corrected item-total and squared multiple correlation. The column shows the change in Cronbach’s Alpha value, shown as above table, with the change of any single specific variables.

On the basis of interpretation and analysis of the data presented in this chapter, chapter 6 presents the discussions and conclusions.

Chapter 6: Discussion and Conclusion

6.1 Discussion

The above presented results show that managers have different choices and interests behind taking actions on CSR. Managers strongly select some of motives reasons and vice versa. The concentration of banks on few areas of CSR shows manager's/owner's low level of understanding of CSR. Similarly, the insignificant relationship between the manager's motive and corporation's performances on CSR also raises some questions on previous literature. In the context of lacking current literature on the approaches to measure CSR outcomes (Weber, 2008), the result from this particular empirical study further helps to establish some of the notions existed in the corporate area. While some questions have also been raised on the conceptualization of CSR on the managers of developing countries.

6.1.1 CSR Motives

The manager's responses on motives vary significantly which can be the result of different level of experiences and knowledge among them. "Improve image" remained as the most agreed response with high average score at all. The mean value of top (5-7) score of improve image is also higher than others. Hence, it can be said that Nepalese managers are highly interested in improving bank's image through applying different CSR strategies. Manager's choice on "concern for society's future" in second higher position represents that they wish to support to the social development. Consistent with Brønn and Vidaver-Cohen's (2009) result on top priority on these two motive reasons respectively; Kabir's (2011) result on building corporate image as the top reason of CSR and Hahn and Scheermesser's (2006) result of Germans managers choice of image as most important reason, this result ascertains that managers significantly pay attention to CSR for image building. In opposite, German managers believe a relatively less importance on image (Hahn and Scheermesser, 2006). These motive reasons related researches show that most of the managers have a common approach although few of them do not agree on such motives. Two variables- "recognized for moral leadership" and "long-term company interests" lie in third and fourth rank in average score respectively and become few of the most worthy motives for investing in CSR activities. It could be argued that Nepalese banking managers are also motivating for CSR

because of the desire to lead the industry decently and to strengthen organizational position for the upcoming long-term period. In contrast, Brønn and Vidaver-Cohen's (2009) study of Norway does not support the assumption that the manager would be highly motivated because of interest of moral leadership. The reason behind not selecting moral leadership by Norwegian managers might be the inherent better culture in Norway where everyone behaves morally, hence, it is not necessary to show moral behavior to the public through only CSR activities. On the other hand, managers in UK say that they would prioritize on moral than instrumental motives through selecting several environmental and charitable activities (Harwood et al, 2011). Therefore, moral reasons can also be argued as another strong motive factor for commencing CSR activities.

The scores of approximately five other variables are not significantly different on each other with the score between 4.88 to 4.36. Those variables are- solve social problems better, remain competitive, share resources with society, satisfy personal interest and learn from social agencies respectively from the top. The status of these variables in the middle rank shows that managers are not strongly agreed than the first four items but are also not disagreed. Therefore, managers perceive moderately as the key reasons on motivating factors on CSR for these above-mentioned five factors. Interestingly, Brønn and Vidaver-Cohen's (2009) found solve social problems better as the least prioritized motive reason, which could be the result of realization of better governmental system in Norway for solving social problems than any private institutions. Nonetheless, this research indicates that corporations can also understand social problems as their own in developing countries. It is relatively difficult to compare with previous researches on these reasons because of lack of other researches although such variables got approximately similar scores as Brønn and Vidaver-Cohen's (2009). Another higher scored element "fulfill stakeholder expectations" got the average score of exactly 4 symbolizing that managers are neutral on this variable even though managers somehow agree in Norway.

On the other hand, as expected or proven from other similar studies, managers do not agree on doing CSR activities just for fulfilling legal compliances. Managers rate avoid regulation as the unsatisfied answer at all. Similarly, they have also rated no special reason for carrying out any CSR activities, prevent future business problems, meet shareholders demands, create financial opportunities and strengthen the global network respectively from the bottom level. Unlike Brønn and Vidaver-Cohen's results of no good reason and prevent future business

problem as agreed reasons, these six variables got less than 4 score confirming that managers do not agree on these components. In other words, while ranking in descending order, managers pointed out that they have not to worry about fulfilling minimal regulations by; have some strong reasons for; do not have to protect their banks from any business problems only through; have not to satisfy shareholder's demand only through; have financial opportunities even without; and have not to rely for establishing a global network only by using CSR practices respectively. Only four of these variables are nearly in similar position with the result of Brønn and Vidaver-Cohen (2009). This study establishes the notion of ignoring the motive of avoid regulation by the managers with the big support of Norwegian case. Additionally, shareholders demands, financial opportunities and global networks are of less importance as the reason of CSR among managers throughout the world. Besides the varying degree of reasons of CSR on these variables, managers seem positive on the proper implementation and evaluation of the executed CSR programs in the banking industry.

6.1.2 CSR Implementation and Evaluation

Managers satisfy with the entire implementation factors and are using all evaluation techniques for the programs they intend to carryout as CSR. All of variables used to understand their perception regarding implementation and evaluation factors got more than 4 score, showing that they are positive and agreed to bring changes through CSR. There are not any serious problems from inside and outside sources during the phase of execution and assessment of the effectiveness of the programs although some differences occur.

Managers claimed that banks allocate sufficient budget followed by the factors- public participation and stability of programs. Managers choice on public participation can be satisfactory to some extent in the context of execution of philanthropic activities, but the selection of sufficient budget as the most appropriate factor is questionable. It is clear from the annual reports of the banks that investment on such activities is really a low amount of total revenue. It is perhaps because of manager's thought of few donations related activities only can fulfill social responsibility, that can be a great challenge to them in the days to come. Managers rate independent section of CSR inside the bank as an agreed point that may be true to a lesser extent, but still questionable from the fact that most of the CSR activities are operationalizing through the marketing department. Rest of factors- coordination with other

institutions, social values and norms, employee's morale and support from top management are relatively less agreed as can be predicted. However, without support from top management, none of the programs can be effectively executed and employee morale is also essential to carryout any of the programs.

On the other hand, field assessment is a most agreed technique of evaluation that managers' employ. Meanwhile, they select observation of social change and efficiency as frequently used technique. These two techniques, of course, can give good response of any program. However, as this study does not focus on how to observe social change, future researches can incorporate it. Employee morale and motivation are high for the assessment of CSR activity as required. Market competitiveness and reputation measurement are also favorable techniques of manages to some extent. Though managers agreed on the amount of resources and feedback from stakeholders with relatively low scores, they are not happy enough with bank's policy of budget allocation and low interaction with stakeholders during evaluation. That felling may emerge from the grievances of stakeholders during the evaluation.

Despite some manager's rating on disagree motive reasons, none of them did so on implementation factors and evaluation techniques presented in the questionnaire. The reason might be the managers' high degree of commitment on the assigned duty. It is also clear from the entire response that managers are not full authoritative persons for building CSR policies. Furthermore, because of lack of full-fledged operationalization of CSR activity, neither banks have independent section nor the top management, except departmental managers, has enough commitment to develop the CSR policies. As a result, the CSR performance does not comprise many dimensions as cited in the literature.

6.1.3 CSR Performance

CSR performance of commercial banks is another part of this research. The performance of banks is not stimulating. In total, 88% of the banks in this sample have not secured more than fifty percent score on CSR performance. In addition, such low levels of performance have also been accounted from the indicators other than environmental issues. None of the banks has separate CSR section inside the bank although two banks update CSR related issues in a distinct section of the website.

The CSR outcomes are relatively unsatisfactory compared to many international banks and other corporations as uncovered by many research papers. Nepalese banks widely unaddressed the environmental issues, the key components of CSR, unlike other international corporations. The accumulated score on such environmental management is low or null to the lowest. For example, all of the banks completely ignored four variables under environmental management (environmental policy, supply chain management, exclusion of some sectors and OESO guidelines). Even rest of the indicators of environmental management got the lowest score among all twenty-one CSR performance indicators. The reasons why banks are still not interested to make some investments in environmental protection area as CSR can be an appealing area for further research. The degrading atmospheric situation and natural calamities that can happen in the future could be controlled through the collaborated actions of banks, a main sector of the national economy, and all other stakeholders of the country. So the role of banks to protect the environment through voluntary actions and responsible investing can be another pleasing research area for future researchers.

Environmental conservation related CSR actions are less undertaken activities of the corporations in developing and the opposite in developed countries. A case study of Swaziland, an African country, proves that all the hotel industries are giving due importance on this aspect (Kabir, 2011). Extractive industries in Latin America, Sub-Saharan Africa and Asia are also sharply criticized because of low degree of involvement in environmental protection areas even though companies try to defend themselves on these matters (Hilson, 2012). Institutional weaknesses of a nation further make easy to escape from investing on CSR related activities to the extraction companies as seen in African countries like Angola, Equatorial Guinea and Cameroon (Ackah-Baidoo, 2011). Therefore, critically examining in the 90s as, “conception of CSR as being anthropocentric, Western- centric and marginal to business practice”, Shrivastava, (1995) suggested that companies should manage eccentric and sustainable practices out of resources. In contrast, German company’s adaptation of ecological procurement guidelines and environmental reporting system with other environmental approaches as a prioritized CSR tool declares that some countries are satisfactorily prioritizing on environmental issues and vice versa (Hahn and Scheermesser, 2006). Corporations in UK also stated that they give due importance to waste recycling, energy reduction and carbon footprint reduction among other socially responsible activities. Supporting this view, Fortune 500 companies, during 1973 and 1974, have stated frequently

in their annual reports about high priorities in environmental matters (Abbott and Monsen, 1979). From these study reports, it can be concluded that companies in developed countries are well aware of environmental issues than in developing countries.

Apart from this, there are also some positive contributions of banks for social development through CSR activities. A majority of the banks take social conduct, third key indicator of CSR performance as an important CSR tool. Sponsoring, giving donations and charities and investing in educational expenses to the needy groups or individuals is top-prioritized and renowned CSR action of the banks to remain competitive. 96% of the banks adopt sponsoring strategy followed by another commonly used method- community investing with 72% score. Supporting this manner, organizations in UK also cited charity work and local community projects as frequently undertaken CSR activity (Harwood, 2011). Swaziland hotels also support the primacy of community investment as the social conduct (Kabir, 2011). Likewise, managers of Hong Kong and South Korea also supported charity as strong role of CSR (Witt and Redding, 2011). Such investments in philanthropy related activities contribute on social developments. Thus, the interest, either strategic or ethical, of corporations to invest on charitable activities can be another area of research. Conversely, Fortune 500 companies regarded community involvement as one of the less prioritized CSR approach during 1973 and 1974 (Abbott and Monsen, 1979) which could happen because lack of awareness of CSR. Rest of other indicators except training and education are not frequently adopted means of philanthropic CSR activities. Supporting Nepalese situation on CSR, German companies highly prioritized on employee training and less prioritized to women promotion programs (Hahn and Scheermesser, 2006) assuring that companies can focus on training as the reason of CSR. In opposite, diversities & opportunities, business ethics and feedback from employees are not extensively applied CSR practices by the banks although some of them are applying the principle of inclusion of minorities and so-called lower castes. Because of lack of other researches in such areas, this result, hopefully, can be a representative at least for other similar regions.

Responsible financial product, another CSR indicator with seven sub-indicators, has scored moderately in comparison with two other indicators. Still, six out of seven indicators have achieved less than fifty percent score showing that banks have yet to improve a lot the quality of their services to be a responsible bank. 68% of banks have followed the criteria of sustainable financing. This outcome is not satisfactory in the sense that some banks are still

focusing on only short-term strategies. Only 44% of banks address microcredit and responsible investing indicators. It shows that still less than half of the banks are not accessible to the rural customers. The scores of rest of the indicators- other sustainability products, climate products and environmental advice services are disappointing. As already discussed, these low-scored indicators further proved that Nepalese banks are yet to initiate in the environmental sector from the root.

There can be many reasons why banks are not performing well. Consumer's real awareness level of CSR may also determine the activities taken by banks. In the context of relatively poor educational background and lack of overall awareness of ethical practices of business firms among consumers, firms including banks may not apply such high value CSR practices. Though some urban populations are aware about such practices, a large number of Nepalese populations are still illiterate. Nepal of course has the population with low level of awareness on the requirements of CSR activities in the context of even Australia, one of the developed countries, has the problem of consumer awareness on CSR activities of banks as shown by Pomeroy and Dolnicar (2009). In addition, other stakeholder's demand also plays a crucial role on more favorable CSR activities. Unavailability of skilled manpower, weak presence of minority and community groups, lack of government regulations and others can also be the other reasons of lower performance of CSR (McWilliams and Siegal, 2001) in Nepal.

6.1.4 Relationship between Motive and Performance

In comparison of manager's motive, the outcome of banks on the basis of annual reports is not satisfactory in this study. It would have been better if the result of this study were associated with each other because of general assumption of managers' role on making and executing CSR policies and programs. However, this study gives evidence about some unusual situations that can happen in the corporations. Opposing the findings of Hemingway and MacLagan (2004), as manager's significant influence on making the difference on CSR for personal satisfaction without adopting formal CSR culture, this research concludes that managers cannot always change the CSR system in organizations. Further contrasting the result of Mishra and Suar (2010) about the positive relationship between manager's favorable perception and non-financial performance in terms of CSR, this study conforms that there are some debates on the relationship between manager's motive and CSR outcomes (Mishra and

Suar, 2010). Managers may not be always able to decide independently in overall CSR policies and actions for a corporation. The owner's or entrepreneur's profit instinct normally guides the manager's actions. As a result, firms minimize their CSR efforts and prioritize on financial performance. Similar to the findings of Zu and Song (2009), of the high chance of diverting managers' moral willingness of taking CSR activities towards firms economic aims either directly or indirectly, this study further supports the view of managers perception can sometimes be negligible on CSR implementation. Hence, many other factors can be responsible for not letting managers do as per the widespread assumption of socially responsible activities. The further researches can explore the possible reasons that are restricting managers to do as their wish. Otherwise, it can be argued that managers themselves may not be committed to executing CSR activities.

6.2 Limitations

The study is not a complete one despite exerting a lot of efforts. Some inherent limitations can pose challenges to be an incredible research. Firstly, the validity of entire questionnaire may be in question because of involvement of only departmental managers as respondents who are responsible on CSR but may not have full authority to make key CSR decisions. The top-most executives and investors, who can influence the CSR decisions, are excluded because of less probability of getting an appointment within a short period. As a result, the responses may not represent to all the managers in the banking sector. In addition, manager's one-way responses for the implementation and evaluation of CSR programs, without incorporating rational judgments from outside rating agencies, can give biased results although managers are informed in time about the evaluation of such responses with real performance.

Secondly, the findings derived from the research of commercial banking sector conducted in Nepal, one of the least-developed countries where CSR concept is relatively new and understood mostly as philanthropy even by the big corporations, may not be representative and applicable for developed and other emerging countries. The banking industry-centered research may not be relevant for other industries. Moreover, Nepal has relatively developed financial sector than others that may further give inappropriate results because of lack of proper balance with other industries. In addition, the CSR outcomes of an economy where commercial banks substantially lead other kinds of financial institutions like development

banks, financial companies, merchant banks, rural developments banks and co-operatives etc. may not be appropriate to generalize for other industries.

Thirdly, pre-designed CSR framework cannot incorporate many dimensions as described in CSR literature. Financial products and social conduct related issues might not be a full-fledged technique of CSR assessment depending only on environmental management. Besides, other aspects such as human resources, qualities of life, legal compliances, stakeholder's satisfaction, consumerism and others help to determine the exact contribution of the banks. Moreover, the scoring of performance does not give the accurate figure on how resourcefully a bank is contributing on certain indicator. The score "1" may show a particular bank's superficial contribution ignoring the intensity of such indicator as this problem seen in Scholtens's (2009) study.

Fourthly, the comparison of inconsistent variables used in motives reasons and CSR performance may not reflect the true association between them. The broad motive reasons, which can be defined as manager's CSR vision and bank's performances on three indicators, do not contain similar features. However, the selection of best possible motive reasons and performance indicators in the context of Nepal minimize such shortcomings.

Finally, there are some criticisms made for the use of parametric techniques along with a mean value to proceed data from Likert scale responses. Researchers have contrasting views on the application of such techniques since the very beginning of development of the scale. However, further supporting the assumption of Norman (2010), "...parametric statistics can be used with Likert data, with small sizes, with unequal variances, and with non-normal distributions," the research applied mean score and parametric test- Pearson product-moment correlation to see the association between the variables.

6.3 Conclusion

The research explores motive reasons as manager's perception of involving in CSR activities and examines bank's CSR performances using environmental, product and social conduct related indicators. The use of Pearson product-moment correlation shows the association between manager's motive and bank's performance, in addition to analyze descriptively

the responses and results. The responses of managers are not much different from other researches in similar contexts, but bank's CSR performances are lower and opposite in comparison to that of developed countries. Hence, some factors such as manager's understanding level, focus of bank on philanthropy, weak CSR performances of new banks and no association between motive levels and CSR Performances are key features of this research.

From the unanticipated result of no association between CSR motives and performances, a question arises on the manager's awareness level in CSR. It can be argued that manager's response on the questionnaire is either over-impressive, or they could not do what they wish to do because of lack of authority to execute such programs. This might, perhaps, also be because of the Nepalese marketing manager's prevailing attitude of expressing attractively for the quality either of the products or any other services they offer.

Nepalese banks are performing poorly on CSR in comparison to other international banks. Though banks have not been measured on the basis of any international codes and standards, for example, equator principles and OECD standards, the other indicators (used here) also have not been addressed properly by most of the banks. Even in the era of high environmental awareness among the modern corporations throughout the world, Nepalese bank's priority on the environment is truly low. In the global context of increasing environmental protection, related efforts among corporations, Nepalese banks have a lot to accomplish to be listed as a global bank. It is not necessary to be a global bank but to be a good domestic bank with public confidence, banks have to meet the public expectations. Furthermore, despite having good revenues, for Nepalese context as seen in the annual reports, banks are not allocating satisfactory budget though this study does not focus on the monetary value of CSR. In fact, most of the banks have been allocating less than 0.5% of their annual net profit. The total revenue of commercial banks is less than internationally operated counterpart but not to that level which is insufficient to improve CSR situation. It indicates that banks are still focusing on increasing revenue without enough attention to CSR related activities.

Still, Nepali managers consider philanthropy, for example, donations and occasional charitable activities, as the means of CSR. Managers publicize some donation related programs like relief packages including clothes and foods to the victims of natural disaster, charities to the senior citizens, blood-donation programs, educational packages for children

and others. They frequently broadcast philanthropy slogans through broadcasting in the media. The public may easily know while reading the newspaper or listening radio or watching television that banks focus on such issues as main CSR contributions. In fact, banks have to incorporate further environmental issues and other intra-organizational CSR activities than only focusing on commercial activities.

New banks among all are relatively less competitive than old banks though managers express their efforts positively. It may symbolize that managers from new banks wish to do a lot, but many restrictions are surrounding on them. In contrast, old banks are doing fairly well which might be because of their strong financial position and long history. However, that does not mean all old banks are doing quite satisfactorily.

To sum up, this research can be a cornerstone to predict manager's choice on CSR, observe bank's CSR contribution towards society and see the association between them. This research further evidenced that managers choose sustainable CSR activities as their CSR efforts. The less importance to financial and short-term motives shows that most of the managers are aware of the long-term impact of CSR. However, the participation of banks only in philanthropic activities shows that most of banks in less developed countries are contributing to social welfare activities through charities but ignoring environmental concerns. Proper investment should be made in the environment related issues to be a responsible bank. The insignificant relationship between CSR motives and CSR performance shows that there can be some other decisive factors, for example, investor's enforcement for minimizing expenses on CSR activities, than manager's choice on CSR decisions. Hence, this research urges to the new researchers to focus on identifying the factors that are hindering the proper execution of CSR activities. In addition, it suggests to the banks for developing and implementing better CSR policies and programs that can support to some extent to improve the deteriorating environmental concerns though many other national and international institutions are responsible.

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Appendix:

A: List of Banks

The table below shows the name of commercial banks that have been regulated through NRB, central bank of Nepal. The ranking is made on the basis of age of banks where 1 is the oldest and 31 is the newest bank and others are in the middle accordingly. 28 private and 3 public banks have been listed on the table. The six banks with Italic and underlined format- Machhapuchhre, Global, Janata, Commerz & Trust, Civil and Century are not considered in the study because of lack of manager's responses. The short-cut name has also been mentioned in the end of name of banks.

A: List of Commercial banks in Nepal (Before February 2012)

S.N.	Banks
1	Nepal Bank Limited (NBL)
2	Rastriya Banijya Bank (RBB)
3	NABIL Bank Limited (NABIL)
4	Nepal Investment Bank Limited (NIBL)
5	Standard Chartered Bank Nepal Limited (SCBN)
6	Himalayan Bank Limited (HBL)
7	Nepal SBI Bank Limited (NSBI)
8	Nepal Bangladesh Bank Limited (NBBL)
9	Everest Bank Limited (EBL)
10	Bank of Kathmandu Limited (BoK)
11	Nepal Credit and Commerce Bank Limited (NCC)
12	Nepal Industrial and Commercial Bank Limited (NIC)
13	Lumbini Bank Limited (LUBL)
14	<i><u>Machhapuchhre Bank Limited (MBL)</u></i>
15	Kumari Bank Limited (KBL)
16	Laxmi Bank Limited (LBL)
17	Siddhartha Bank Limited (SBL)
18	Agriculture Development Bank Limited (ADBL)
19	<i><u>Global Bank Limited (GBL)</u></i>
20	Citizens Bank Limited (CBL)
21	Prime Commercial Bank Limited (PCBL)
22	Bank of Asia Limited (BoA)
23	Sunrise Bank Limited (SRBL)
24	Development Credit Bank Limited (DCBL)

25	NMB Bank Limited (NMB)
26	Kist Bank Limited (KIST)
27	<u>Janata Bank Nepal Limited (JBNL)</u>
28	Mega Bank Nepal Limited (Mega)
29	<u>Commerz and Trust Bank Nepal Limited (CTBL)</u>
30	<u>Civil Bank Limited (CIVIL)</u>
31	<u>Century Commercial Bank Limited (CCBL)</u>

B: Questionnaire for Manager's CSR Perception

1. What are the motives of commercial banks for investing their efforts and resources on CSR issues that don't give direct financial return?

Motive reasons	1	2	3	4	5	6	7
Serve Long-term Company Interests							
Improve Image							
Remain Competitive							
Avoid Regulation							
Fulfill Stakeholder Expectations							
Meet Shareholder Demands							
Solve Social problems better							
Share Resources with Society							
Create Financial Opportunity							
Prevent Future Business Problems							
Concern for Society's Future							
Personal/Organizational Satisfaction							
No Good Reason not to							
Strengthen Global Networks							
Be Recognized for Moral Leadership							
Learn from social agencies							

1.1 What are the factors that influence the implementation of CSR activities?

Implementation Factors							
Support from Top Management							
Employee's Moral and Motivation							
Budget Allocation is Sufficient							
Coordination with other institutions							
Social Norm and values							
Independent Department inside Bank							
Public Participation							
Stability for CSR Programs							

1.2 What techniques banks apply to evaluate the effectiveness of CSR programs?

Evaluation Techniques							
Field Assessment							
Observation of Social Change							
Reputation/Image Building							
Enough resources (human and financial)							
Market Competitiveness							
Feedback and Follow up							
Employees' Moral and Motivation							
Efficiency and Scope							

C. Motives reasons

Motive Reasons																	
Banks	1.01	1.02	1.03	1.04	1.05	1.06	1.07	1.08	1.09	1.1	1.11	1.12	1.13	1.14	1.15	1.16	Mean (By banks)
DCBL	7	5	3	3	4	4	7	7	4	5	7	6	4	7	6	4	5,19
SCBN	6	5	6	4	5	4	5	6	4	5	6	5	4	5	6	6	5,13
MEGA	4	6	6	5	5	6	5	5	4	6	4	4	6	4	6	6	5,13
ADBL	7	7	5	1	3	2	5	6	6	6	7	6	5	4	6	6	5,13
LBL	7	7	5	3	4	4	7	1	7	3	7	7	1	7	7	3	5,00
NBL	5	7	6	3	5	5	4	5	3	3	4	3	5	5	6	5	4,63
BoK	5	6	5	4	4	4	6	4	4	5	5	4	4	4	5	5	4,63
SRBL	3	5	5	5	4	4	3	3	6	6	5	6	4	7	5	3	4,63
NIBL	6	5	5	4	5	4	6	6	4	4	4	6	1	3	4	5	4,50
RBB	5	5	3	1	6	4	6	7	5	3	6	3	4	5	4	4	4,44
NABIL	5	4	5	1	5	4	5	6	5	3	5	4	4	5	5	5	4,44
KBL	6	6	5	3	4	4	6	6	3	2	3	5	3	4	5	5	4,38
NIC	6	7	7	6	6	4	4	5	1	1	7	1	1	1	6	6	4,31
EBL	6	6	6	2	4	3	4	7	4	2	6	6	2	2	2	5	4,19
SBL	7	6	5	2	1	1	6	5	3	5	7	5	2	1	7	4	4,19
NCC	6	6	4	4	2	2	6	2	2	2	7	7	4	5	6	2	4,19
BoA	4	6	6	1	3	3	5	4	2	3	5	5	4	4	5	6	4,13
NBBL	4	4	3	6	5	5	3	3	3	5	4	5	4	4	3	4	4,06
NMB	4	6	6	1	4	2	7	7	4	3	7	1	4	2	5	1	4,00
HBL	5	6	5	2	3	2	4	5	5	3	5	4	2	4	5	4	4,00
NSBI	4	6	2	4	4	5	5	4	3	3	4	4	5	2	3	3	3,81
PCBL	5	6	4	4	3	3	3	3	4	2	4	2	2	2	6	2	3,44
KIST	1	7	4	1	4	4	5	4	1	1	6	5	1	1	5	4	3,38
LUBL	5	7	4	2	4	1	3	3	1	1	4	4	2	3	6	4	3,38
CBL	7	7	1	1	3	3	2	1	1	1	6	1	1	1	7	7	3,13

D. Normality test of Motive reasons and CSR Performances

Tests of Normality

	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
CSR_Performance	,154	25	,127	,915	25	,040
Average_Motive	,106	25	,200*	,952	25	,273
Motive_top_score	,120	25	,200*	,962	25	,456

*. This is a lower bound of the true significance.

a. Lilliefors Significance Correction

E. Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
im1	143,2857	199,614	,375		,711
im2	143,3333	202,433	,338		,714
im3	144,0000	204,800	,227		,718
im4	144,1429	196,929	,350		,710
im5	143,7143	217,614	-,241		,739
im6	144,4286	191,757	,324		,710
im7	143,6667	196,833	,497		,706
im8	143,3333	203,733	,174		,719
ev1	144,5238	179,462	,534		,691
ev2	144,4762	193,562	,383		,707
ev3	143,4762	194,162	,379		,707
ev4	144,1429	183,029	,555		,692
ev5	144,1905	190,862	,459		,702
ev6	143,9524	192,248	,406		,705
ev7	143,5238	185,362	,586		,693
ev8	143,7143	186,714	,548		,695
Long_term_interest	143,4762	203,662	,187		,719
Image	143,0000	219,800	-,350		,740
Competitive	144,2857	205,014	,093		,725
Stakeholder	144,9524	210,748	-,039		,731
Regulation	145,9048	209,290	-,021		,734
Shareholder	145,5238	217,262	-,220		,739
Social_problem	144,2381	196,990	,317		,711
Resources	144,5238	203,362	,083		,728
Financial	145,2857	186,314	,472		,698
Business_problem	145,6667	194,333	,320		,710
Society_future	143,6190	197,648	,326		,711
Satisfaction	144,4762	183,662	,521		,694
No_good_reason	145,8571	214,529	-,136		,739
Global	145,1905	195,962	,239		,716
Moral	143,7143	213,414	-,110		,736
Learn	144,4286	218,857	-,243		,744

