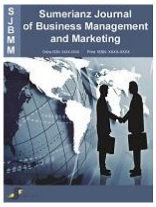
Sumerianz Journal of Business Management and Marketing, 2019, Vol. 2, No. 9, pp. 97-110
ISSN(e): 2617-0175, ISSN(p): 2617-1724
Website: https://www.sumerianz.com



Original Article Open Access

Relationship Between Corporate Social Responsibility Activities and Bank Performance in Baringo County, Kenya

Nixon M. Chang`Kwony MBA
Strategic management, The Catholic University of Eastern Africa Gaba campus Eldoret

Dr. Gedion Omwono*
Senior Lecturer department of (BME) University of Kigali, Rwanda

Abstract

The main purpose of this study was to examine relationship between CSR activities and banking performances in Baringo County Kenya. The study was developed and guided by the stakeholder theory, which obligates corporate directors to appeal to all sides and balance everyone's interests and welfare in a bid to maximize benefits across the spectrum of those whose lives are touched by the business. Correlation research design was employed. The study targeted 124 employees and customers from 4 Banks in Baringo County. A sample size of 80 respondents was selected under this study. This study adopted correlation research design. Stratified random sampling technique was used to select the respondents. A structured questionnaire was used for data collection. The validity and reliability of the questionnaire was checked by use of pilot testing and Cronbach alpha test respectively. Data collected was coded and analyzed using both descriptive statistics and inferential statistics. This study found that economic activities have exhibited a negative and significant effect on firm performance. Thus, economic activities decrease firm performance. Discretionary activities have a positive influence on firm performance. Finally, ethical activities have a positive and significant effect on the firm performance. This study concluded that enhancing discretionary activities, legal activities and ethical activities increase firm performance. There is need for CSR activities such as donations, activities for the welfare of its employees and society since they create a good image in the consumer's mind and protect the firm from decrease in sales.
Keywords: CRB activities and bank performance in baringo county; Kenya.

1. Introduction

CSR has emerged as a high-profile notion that has strategic importance to many companies. Companies are taking direct and visible steps to communicate their CSR activities to consumers (Luo and Bhattacharya, 2006). Bhattacharya and Sen (2004), argue that many marketing studies have found that social responsibility programs have a significant influence on several performance outcomes, thus a company with good reputation on CSR creates a favorable context that positively boosts firm performance (Gürhan-Canli and Batra, 2004).

CSR is rapidly becoming a corporate priority. Franklin (2008), argues that by 2011, the percentage of executives giving high priority to CSR had increased to 70%. There are many definitions of CSR by various scholars basing on the area they are tackling, thus this study focuses on external CSR which relates to customer loyalty. According to the World Business Council for Sustainable Development, CSR is regarded as the continuous process of firms acting by ethically activities in the society, management acting responsibly in its relationships with the various stakeholders who have a legitimate interest in the business and contributing to economic activities development while improving the quality of life of the workforce and their families as well as of the local community and society at large. The company's responsibility is to be fair and honest, trustworthy and respectful, in dealing with all its constituents (Johnson and Johnson, 2000).

Today, corporate social responsibility (CSR), a firm's commitment to maximize long-term economic, societal and environmental well-being through business practices, policies and resources, is a strategic imperative. Spurred by the thinking of leading strategy, management and marketing scholars (Kotler & Lee 2005; Lemon, Roberts, Winer, & Raghubir 2010; Mahoney, McGahan, & Pitelis 2009), most forward-thinking firms across the globe are approaching CSR as not merely their ethical responsibility to society and the environment, but instead a way to achieve their strategic objectives while at the same time bettering the world (i.e., creating joint value for the firm and society). In line with this emerging perspective, more and more companies are engaging in initiatives that try to improve public health, safety, the environment or community well-being through the active participation of key stakeholder groups such as consumers. Kotler & Lee (2005) call such initiatives corporate social marketing initiatives, labeling them 'best of breed' among alternative corporate social initiatives in terms of their ability to improve consumer well-being while at the same time helping achieve strategic goals such as market development and increased sales.

Commercial banks in Kenya play a pivotal role in the country's socio-economic development. They act as a catalyst in spurring the development of all other industries. It will also encourage Foreign Direct Investment (FDI) as well as turning Kenya into a regional financial hub as envisaged by the economic pillar of vision 2030

*Corresponding Author

development plan. The involvement of banks in CSR programs in the area of education and training, health, towards a clean and sustainable environmental and improving the livelihoods of vulnerable groups in society will also contribute to the realization for the social pillar of vision 2030. Commercial banks have over the years spent large sums of money on CSR programs.

1.1. Statement of the Problem

Ideally, businesses adopting CSR principles believe that by operating ethically and responsibly, they have a greater chance of success. Businesses are demonstrating that well managed corporate responsibility actually supports business objectives, especially amongst large corporate where improved compliance, reputation and relationships have been shown to increase shareholder value and profitability.

The overall research problem that most managers are faced with challenges on managing CSR, most of these managers face practical challenges when attempting to balance social and environmental aspects of their business alongside their economic goal. Operations managers make many decisions, some seemingly trivial, others more long-term and strategic. They also face many new challenges as the economic, social, political and technological environment changes. Many of these decisions and challenges seem largely economic in nature. Thus, these create more questions such as, what parameters depict a socially responsible firm. What are the drivers for embracing CSR? And further still, what aspects of CSR should a firm embrace most? If these issues are not looked at and analyzed, then firms could just be indulging themselves in activities that result in a waste of the ever limited corporate resources.

Various studies has been done in this area, a study done by Amole *et al.* (2012) on Corporate social Responsibility and Profitability of Nigeria Banks- A causal Relationship(2012) found that, there is a positive relationship between banks CSR activities and profitability. In yet another study done by Marcia *et al.* (2014) on Corporate Social Responsibility and its Impact on Financial Performance were of the view that that is a positive and significant relationship between CSR activities and financial performance.: Investigation of U.S. Commercial Banks found that, the largest banks appear to be rewarded for their social responsibility, as both size adjusted ROA and ROE are positively and significantly related to CSR scores. However in a study done by Okoth (2012) on the effects of corporative social responsibilities on the performance of commercial banks in Kenya found that CSR has a positive and significant effect on financial performance of large and medium size banks but no significant effect on financial performance of small banks. A similar study done by Kiprutto (2014) on the effect of corporate social responsibility on financial performance of Commercial banks in Kenya found that expenses undertaking social responsibility activities have a significant effect on financial performance of commercial banks in Kenya. This study therefore, examined the relationship between corporate social responsibility activities and banks performance in Baringo County, Kenya in order to fill the existing knowledge gap.

1.2. Research Questions

i. What is the relationship between ethical activities and bank performance?
ii. What is the relationship between economic activities and bank performance?
iii. What is the relationship between legal activities and bank performance?
iv. What is the relationship between discretionary activities on bank performance?

1.3. Research Hypotheses

$\mathbf{H_1}$: There is a relationship between ethical activities and bank performance.
$\mathbf{H_2}$: There is a relationship between economic activities and bank performance.
$\mathbf{H_3}$: There is a relationship between legal activities and bank performance.
$\mathbf{H_4}$: There is a relationship between discretionary activities and bank performance.

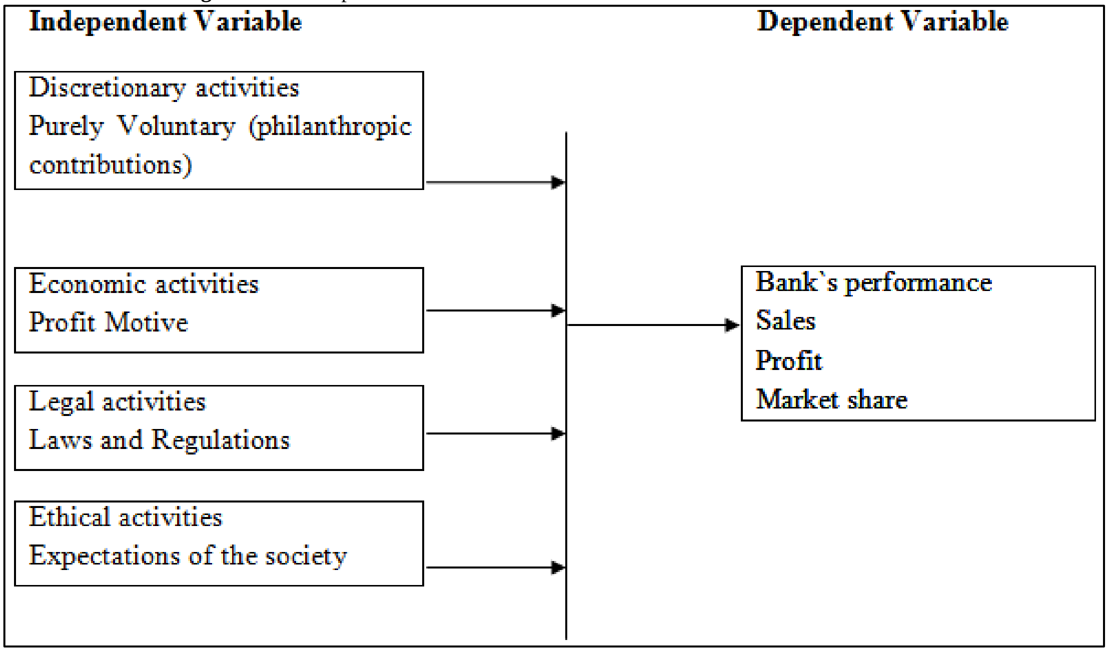
1.4. Theoretical Frameworks

Stakeholder theory was brought forward by R. Edward. This theory is concerned with evaluating the various stakeholders that the firm is perceived to be responsible to thus it's a theory of organizational management and business ethics. It's mainly concerned with morals and values while managing an organization. According to this theory a firm has various stakeholders to whom it is responsible to. Therefore it is mainly concerned in evaluating the various parties that have a claim over the firm. A firm is a collection of various stakeholders who have diverse requirements from the firm (Freeman, 1984). This theory models the various stakeholders into groups with diverse interests whom are to be taken into consideration by the company while devising some ways of incorporating the various interests. A stakeholder refers to any person or organization perceived to have a legitimate interest in a given project or entity. A corporate stakeholder is a party that can affect or be affected by the actions of the business as a whole. The term has been broadened to include anyone who has an interest in a matter.

On one side of the argument are those who believe in providing for society's discretionary expectations. In addition to making a profit and obeying the law, a company should attempt to alleviate or solve social problems. This view is commonly advocated through stakeholder theory. This theory maintains that corporations should consider the effects of their actions upon the customers, suppliers, general public, employees, and others who have a stake or interest in the corporation (Freeman *et al.*, 2004; Jensen, 2002; Lee, 2008; Schaefer, 2008; Smith, 2003a). Supporters reason that by providing for the needs of stakeholders, corporations ensure their continued success. Proponents of stakeholder theory maintain that increasing shareholder wealth is too myopic a view. According to stakeholder theory, increased CSR makes firms more attractive to consumers. Therefore, CSR should be undertaken by all firms. However, Stakeholder theory has some significant disadvantages. For instance, stakeholder theory runs directly counter to corporate governance. Since shareholders are owners of the firm, the firm should be operated to maximize their returns. Stakeholder theory transfers the corporation's focus from shareholders to the needs of stakeholders. By implementing unprofitable CSR programs, firms are denying their fiduciary responsibility to shareholders (Cheers, 2011).

1.5. Conceptual Framework

Figure-1.1. Conceptual Framework of Effects of CSR Activities on Bank Performance



Source: Researcher, (2016)

2. Literature Review

2.1. Review of Theories

2.1.1. Instrumental Theory of CSR

These focus on achieving economic objectives of the firm through social activities. There are three main approaches to this. First is through maximization of shareholder value as proposed by Garriga and Melè (2004). The second approach is the strategies for competitive advantage, which include social investments in a competitive context, strategies based on the natural resource view of the firm and the dynamic capabilities of the firm, and finally strategies for the bottom of the pyramid as proposed by Prahalad (2003) Prahalad and Hammond (2002); Garriga and Melè (2004). The third instrumental approach is cause-related marketing.

Integrative Theories of CSR: These focus on the integration of social demands. They include four approaches: issues management, public responsibility, stakeholder management, and corporate social performance.

Ethical Theories of CSR: Under these theories, focus is on doing the right thing to achieve a good society. The approaches to this theory include: stakeholder normative theory, universal rights, sustainable development, and the common good.

2.1.2. Milton Friedman's Shareholder View on CSR

In his commonly cited article in the New York Times Magazine, The Social Responsibility of Business is to Increase its Profits (1970), Milton Friedman argued that "there is one and only one social responsibility of business – to use its resources to engage in activities designed to increase its profits so long as it stays within the rules of the game, which is to say, engages in open and free competition without deception or fraud" (Friedman, 1970:6). Friedman, in concurrence with Adam Smith, argued that the pursuit of economic self-interest (within legal and ethical bounds) leads to efficient markets. Further still, Friedman views the corporate executive as an employee of the owners of the business, whose responsibility is to conduct business in accordance with the desires of these owners. The executive is the agent serving the owners (shareholders) as the principals. It would therefore, be considered as a case of mismanagement of the company, if the executive were to allocate the company's funds in ways other than that of maximizing shareholder value. If, however, the executive wished to contribute his own means to a charitable cause, he would be his own principal then, and would be free of the agent's responsibilities. Friedman further expounds on this by describing how the company and its executives are ill-equipped to pick the best causes for charity, that this is the domain of taxes and government, and not business (Friedman, 1970).

2.1.3. Edward Freeman's Stakeholder View on CSR

On the other hand, while opposing Friedman's views that "the business of business is business", Freeman proposed a stakeholder approach to strategic management (Freeman, 1984). At the heart of this view is the stakeholder, a spin on the word shareholder, which is "any group or individual who can affect or is affected by the achievement of the organization's objectives". Freeman argues that "stakeholder theory begins with the assumption that values are necessarily and explicitly a part of doing business. It asks managers to articulate the shared sense of the value they create, and what brings its core stakeholders together. Further, it pushes managers to be clear about how they want to do business, specifically what kinds of relationships they want and need to create with their stakeholders to deliver on their purpose'' (Freeman *et al.*, 2004). Hence, Freeman's stakeholder theory counters that of Friedman's shareholder views and opines that the businesses are responsible for more than profit maximization for shareholders.

Stakeholder theory was brought forward by R. Edward. This theory is concerned with evaluating the various stakeholders that the firm is perceived to be responsible to, thus it's a theory of organizational management and business ethics. It's mainly concerned with morals and values while managing an organization. According to this theory, a firm has various stakeholders to whom it is responsible to. It aims at evaluating the various parties that have a claim over the firm. A firm is a collection of various stakeholders who have diverse requirements from the firm (Freeman, 1984). This theory models the various stakeholders into groups with diverse interests who are to be taken into consideration by the company while devising some ways of incorporating their various interests. A stakeholder refers to any person or organization perceived to have a legitimate interest in a given project or entity. A corporate stakeholder is a party that can affect or be affected by the actions of the business as a whole. The term has been broadened to include anyone who has an interest in a matter.

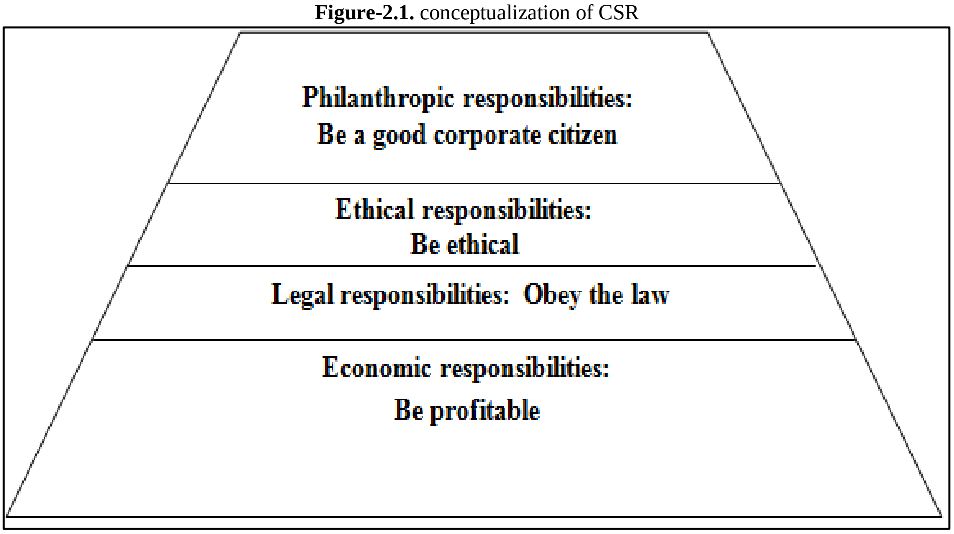
On one side of the argument are those who believe in providing for society's discretionary activities expectations. In addition to making a profit and obeying the law, a company should attempt to alleviate or solve social problems. This view is commonly advocated through stakeholder theory. This theory maintains that corporations should consider the effects of their actions upon the customers, suppliers, general public, employees, and others who have a stake or interest in the corporation (Freeman *et al.*, 2004; Jensen, 2002; Lee, 2008; Schaefer, 2008; Smith, 2003a). Supporters of this theory reason that by providing for the needs of stakeholders, corporations ensure their continued success. A renowned company that exhibits the stakeholder view is Johnson and Johnson. They list the corporation's responsibilities in the following order: customers, employees, management, communities, and stockholders (Seglin, 2002).

2.1.4. Reconciling Freeman's and Friedman's Views: Carroll's CSR Pyramid

A renowned researcher in the CSR field, Archie B. Carroll, has made an attempt to reconcile the firm's economic orientation with its social orientation, or the shareholder and stakeholder perspectives described above. In an effort to give a comprehensive definition of CSR, Carroll created "a four part conceptualization of CSR, to include the idea that the corporation has not only economic and legal obligations, but ethical and discretionary (philanthropic) responsibilities as well" (Carroll, 1979). Carroll later conceptualized these obligations in the form of a pyramid (Carroll, 1991), constructed by the four types of social responsibilities that constitute corporate social responsibility: economic, legal, ethical, and philanthropic.

These are presented in the pyramid below:

Figure-2.1. conceptualization of CSR



The firm's main economic responsibility is to produce goods and services that customers need and want, while maximizing the profit. This forms the foundation of all businesses, and hence the foundation of the pyramid. Legal responsibilities are built on this foundation, and are a form of "social contract" between society and business to comply with rules and regulations. Rules and regulations are a codification of ethics, which are turned into law, and must coexist with economic principles. Beyond the law, firms have certain ethical responsibilities which are standards, norms and expectations that reflect concern for consumers, employees, and shareholders. At the top of the pyramid are the philanthropic responsibilities. These are for business leaders to act as good corporate citizens, by promoting human welfare or goodwill, of which Carroll emphasizes that this is not expected in an ethical or moral sense.

In conclusion, Carroll argues that the first three tiers of his pyramid address the same issues that Friedman embraces, i.e. economics, legalities, and ethics. This leaves only the philanthropic issue for Friedman to reject. Therefore, Carroll's CSR Pyramid can be seen as an attempt to reconcile the two views on CSR, as opined by Friedman and Freeman.

2.2. Criticism of Theories

2.2.1. Edward Freeman's Stakeholder Theory

Political philosopher Charles Blattberg has criticized stakeholder theory on the grounds of assuming that the interests of the various stakeholders can be, at best, compromised or balanced against each other. Blattberg argues that this is a product of its emphasis on negotiation as the chief mode of dialogue for dealing with conflicts between stakeholder interests. He further recommends conversation instead and this leads him to defend what he calls a 'patriotic' conception of the corporation as an alternative to that associated with stakeholder theory.

Proponents of stakeholder theory maintain that increasing shareholder wealth is too myopic a view. According to stakeholder theory, increased CSR makes firms more attractive to consumers. Therefore, CSR should be undertaken by all firms. However, Stakeholder theory has some significant disadvantages. For instance, stakeholder theory runs directly counter to corporate governance. Since shareholders are owners of the firm, the firm should be operated to maximize their returns. Stakeholder theory transfers the corporation's focus from shareholders to the needs of stakeholders. By implementing unprofitable CSR programs, firms are denying their fiduciary responsibility to shareholders (Cheers, 2011).

On the other hand, Stakeholder theory succeeds in becoming famous not only in the business ethics fields. It is used as one of the frameworks in corporate social responsibility methods. In fields such as law, management, human resource, stakeholder theory succeeded in challenging the usual analysis frameworks, by suggesting putting stakeholders' needs at the beginning of any action. Some authors, such as Geoffrey Murat, tried to apply stakeholder's theory to irregular warfare.

Stakeholder theory provides an inadequate explanation of the firm's behavior within its environment. Key to theory development is providing an explanatory logic for the relationships under observation. Beyond the concept of ``affect/affected by", Freeman's work does not sufficiently address the dynamics which link the firm to the stake holders which are identified. While it may be correct to suggest that the firm's survival be linked to external others as other theorists have done, (e.g. resource dependency and population ecology theory), the motivating description of this linkage needs to be more clearly addressed. His categorization involving power and stake or interest laid the groundwork for a way that this might be achieved.

He does identify processes eliciting stakeholder maps (rational level), environmental scanning (process level), and exchanges with stakeholders (transactional level). The motivating force of these processes is not specifically identified. The reader might guess that Freeman is relying on rationality but this is not adequately explored. Thus, Freeman may be suggesting that a particular value such as profit and efficiency as suggested by the economic model explains firm behavior within society, and thus in turn explains its relationship to stakeholders.

3. Research Design and Methodology

3.1. Research Design

The study adopted correlational research design. A correlational research design was the measurement of two or more factors to determine or estimate the extent to which the values for the factors are related or change in an identifiable pattern.

3.2. Target Population

The total population was 4 banks within Baringo County namely; KCB, Barclays, Equity, Transnational. From the 4 banks database, there was a total 124 employees.

Table-3.1. Target Population

Banks Names	No. of Employees
KCB,	52
Barclays	18
Equity,	44
Transnational,	10
Total	**124**

Source: Bank Database, (2016)

3.3. Description of Sample and Sampling Procedures

The sample was obtained using coefficient of variation. Nassiuma (2000), asserts that in most surveys, a coefficient of variation in the range of 21%≤ C≤ 30% and a standard error in the range 2%≤ e ≤ 5% was usually acceptable. We therefore used a coefficient variation of 30% and a standard error of 2%.The higher limit for coefficient of variation and standard error was selected so as to ensure low variability in the sample and minimize the degree or error

Nassiuma (2000), gives the formula as follows:-

$$= {Nc^2}/{c^2 + (N-1)e^2} \;=\; {124(0.3)^2}/{0.3^2 + (124-1)0.02^2} = 80 \text{ employees}$$

Where, n=Sample size, N=Population, c=covariance, e= standard error

Using this formula a sample of 80 employees was selected.

The sample frame of the study stratified the banks into 4 banks. A stratified random sample was a useful blend of randomization and categorization, which enabled both a quantitative and qualitative process of research to be undertaken (Cohen, 2003). The advantage in stratified random sampling is that it ensured inclusion, in the sample of subgroups, which otherwise, was omitted entirely by other sampling methods because of their small numbers in the population. Neyman allocation formula was used to allocate employees into 4 banks (stratus). The purpose of the method was to maximize survey precision, given a fixed sample size. With Neyman allocation, the "best" sample size for stratum h was:

$$n_{h=}\left(\frac{N_h}{N}\right)n$$

Where, n_h was the sample size for stratum h, n was total sample size, N_h was the population size for stratum h, N was the total population .Hence,

Table-3.2. Sample size

Banks Names	**No. of Employees**	**Sample Size** $n_{h=}\left(\frac{N_h}{N}\right)n$
KCB,	52	34
Barclays	18	12
Equity,	44	28
Transnational,	10	6
Total	**124**	**80**

Random sampling was used in this study to individual employees.

3.4. Description of Research Instruments

3.4.1. Questionnaire

Questionnaires were used to obtain the primary data required for the project which were to be self-administered by the researcher in the field. Questionnaires are best suited for surveys (Saunders *et al.*, 2007). This research employed a five likert scale in rating the various responses. The respondents were required to read, understand and tick an appropriate choice. The questionnaires were to be administered by the researcher so as to obtain more information and also obtain clarity of information obtained from the respondents.

Section A had Bank performance which was measured using ROA (return on assets)

Section B had economic activities responsibility: produce goods and services, provide jobs, create wealth for shareholders, price goods and services to reflect true production costs by incorporating all externalities and produce ecologically sound products, use low-polluting technologies, cut costs with recycling

Section C had Legal activities responsibility: Obey laws and regulations. Do not lobby for or expect privileged positions in public policy, Work for public policies representing enlightened self-interest and take advantage of regulatory requirements to innovate products or technologies

Section D had Ethical activities responsibility: Follow fundamental ethical activities principles (e.g., honesty in product labeling) Provide full and accurate product use information, to enhance user safety beyond legal activities requirements Target product use information to specific markets (e.g., children, foreign speakers) and promote as a product advantage

Section E had Discretionary activities responsibility: Act as a good citizen in all matters beyond law and ethical activities rules. Return a portion of revenues to the community, Invest the firm's charitable resources in social problems related to the firm's primary and secondary involvements with society, Choose charitable investments that actually pay off in social problem solving (i.e., apply an effectiveness criterion)

3.4.2. Validity of the Instruments

According to Panton (2000) validity is the quality attributed to proposition or measures of the degree to which they conform to establish the truth. For this study, validity was achieved through a pilot test.

The purpose of construct validity was to show that the items measure was correlated with what they purported to measure and that the items did not correlate with other constructs.

3.4.3. Reliability of the Instruments

Cronbach's alpha was used to determine reliability, where Cronbach's coefficient, having a value of more than 0.5 was considered adequate for such exploratory work (Nunally 1978). The study found a cronbach alpha value of 0.799 for economic activities, 0.802 for ethical activities responsibility, 0.833 for legal activities responsibility and 0.901 for discretionary activities responsibility.

3.5. Description Data Analysis and Presentation

Before processing the responses, the completed questionnaires were edited for completeness and consistency. The data was then coded to enable the responses to be grouped into various categories. This research employed quantitative methods of analyzing data. The study used descriptive statistics which enabled the researcher to describe and compare variables numerically such as; mode, mean and median. It further used measures of variability to see how spread out the scores of each variable was, and other measures of variability such as the range and the standard deviation. Depending on the kind of data that was generated from the field and the methods used, all the descriptive statistics including the measures of central tendency were applied where necessary (Samuelson, 2010).

Since it was difficult to interpret or work with raw data from the field, it was imperative that such data was cleaned, coded and key punched into the computer. Once the data was in computer then it was easily analyzed using Statistical Package for Social Sciences. The analysis was done using correlation and multiple regression techniques. Correlation technique helped in showing how the variables related to each other, were they positively or negatively related? While multiple regression techniques was used to bring the amount of variations explained by the independent variables through the coefficient of determination (R2).

$y = -0.235 - 0.211x_1 + 0.317x_2 + 0.207x_3 + 0.507x_4 + e$

Where;

Y =Bank Performance

β_0= Alpha

$\beta_1 x_1$ =Economic activities

$\beta_2 x_2$ =Legal activities

$\beta_3 X_3$ =Ethical activities

$\beta_4 x_4$ = Discretional activities

e =error of prediction.

4. Discussion

4.1.1. Demographic Information

The study takes into consideration the respondents personal characteristics to give general information about respondents and to assist the researcher understanding on the findings. Variables included here are age, position in the firm and highest educational level

The study sought to establish the age of the respondents. From table 4.1, 46.1% (35) of them are between 36 to 45 years of age, 38.2% (29) are between 26 to 35 years and 7.9% (6) of them are between 15 to 25 years. Individuals in the age range of 15 to 25 years are the least represented in the study while those between 36 and 45 years are mostly represented.

Additionally, the position in the firm was ascertained by the researcher. From the findings, 36.8% (28) of the respondents are in management, 35.5% (27) are customers and 27.6% (21) are staff. This distribution provided a diversified base of information given the contribution of the different positions.

Furthermore, most organizations use education as an indicator of a person's skill levels or productivity (Benson, Finegold, & Mohrman, 2004).The study therefore deemed it important to establish if the educational level of the employees had a bearing on the financial performance. From the results, 42.1% (32) of the respondents had primary level of education, 40.8% (31) secondary level, 8.2% (7) university level and 7.9% (6) tertiary level of education.

Table-4.1. Demographic information

		Frequency	Percent
Age Bracket	15-25	6	7.9
	26-35	29	38.2
	36-45	35	46.1
	46 and above	6	7.9
	Total	76	100
Position In The Firm	Customer	27	35.5
	Staff	21	27.6
	management	28	36.8
	Total	76	100
Highest Level Of Education	Primary	32	42.1
	secondary	31	40.8
	Tertiary	6	7.9
	University	7	8.2
	Total	76	100

4.1.2. Economic Activities

The researcher sought to establish the influence of economic activities on financial performance. Five items were measured on a 5-point Likert scale. From the findings, of the total respondents, 72.4% (32.9% strongly agreed) agreed that the firms produce quality products and services for customers with reasonable price; 5.3% disagreed and 22.4% were neutral.

In determining whether the firm has purchasing policies that favor the local communities in which it operates, the study revealed that; 71.1% of the respondents were agreeable (23.7% strongly agreed) while only 3.9% disagreed and 25% were not sure.

In a related question of whether the firms have recruitment policies that favor the local communities in which it operates, results from the study revealed that, 50% of the respondents answering in the affirmative (7.9% strongly agreed), 36.8% were not sure and 13.2% disagreed.

In order to find out whether, the firm produces ecologically sound products, use low-polluting technologies and cut costs with recycling, respondents were asked to state the degree to which they concurred with the above. Of the total respondents, 50% agreeable (9.2% strongly agreed) while 5.3% disagreed and 42.1% were not sure.

A related item on whether the organization uses environmentally friendly packaging/ containers. Of the total respondents, 59.2% agreeable (18.4% strongly agreed), 34.2% were not sure while only 6.6% disagreed.

Table-4.2. Economic Activities

		SD	D	N	A	SA
The firm produces quality products and services for customers with reasonable price	Freq.	0	4	17	30	25
	%	0	5.3	22.4	39.5	32.9
The firm has purchasing policies that favor the local communities in which it operates	Freq.	0	3	19	36	18
	%	0	3.9	25	47.4	23.7
The firm have recruitment policies that favor the local communities in which it operates	Freq.	0	10	28	32	6
	%	0	13.2	36.8	42.1	7.9
The firm Produces ecologically sound products, use low-polluting technologies and cut costs with recycling	Freq.	2	4	32	31	7
	%	2.6	5.3	42.1	40.8	9.2
organization use environmentally friendly packaging/ containers	Freq.	0	5	26	31	14
	%	0	6.6	34.2	40.8	18.4

4.1.3. Discretionary Activities

The researcher deemed it important to establish the influence of discretionary activities on financial performance. Six items were measured on a 5-point Likert scale. Table 4.3 illustrates the results.

The study revealed that as part of CSR, the firm donates to charities to the society. The results revealed that 56.6% of the respondents agreeable (6.6% strongly agreed), 26.3% were not sure while only 17.1% disagreed.

A related item on whether the firm staff members are involved in charity volunteer work on behalf of the firm. Of the total respondents, 69.8% agreeable (31.6% strongly agreed), 26.3% were not sure while only 3.9% disagreed.

The study also revealed that the firm is actively involved in a project(s) with the local community, the results were positive with 61.9% in agreement, 34.2% were not sure while 3.9% disagreed.

As part of discretionary activities, respondents were also asked whether the firms act as a good citizen in all matters beyond law and ethical activities rules. Return a portion of revenues to the community. The results showed that 61.9% of the respondents agreed (23.7% strongly agreed), 35.5% were not sure while 2.6% of them disagreed.

The respondents were also asked if EIA is fully conducted before a project is done, the results indicated that, 65.8% agreeable (27.6% strongly agreed), 27.6% were not sure while 6.6% disagreed.

Finally, the study sought to find out whether lives of the local community improve with the introduction of a project.82.9% of the respondents agreeable (26.3% strongly agreed), 9.2% were not sure while 7.9% (6) of them disagreed.

Table-4.3. Discretionary Activities

		SD	D	N	A	SA
Firm donate to charities to the society	Freq	0	13	20	38	5
	%	0	17.1	26.3	50	6.6
Firm staff members are involved in charity volunteer work on behalf of the firm	Freq	0	3	20	29	24
	%	0	3.9	26.3	38.2	31.6
The firm is actively involved in a project(s) with the local community	Freq	0	3	26	35	12
	%	0	3.9	34.2	46.1	15.8
Act as a good citizen in all matters beyond law and ethical activities rules. Return a portion of revenues to the community	Freq	0	2	27	29	18
	%	0	2.6	35.5	38.2	23.7
EIA is fully conducted before a project is done	Freq	0	5	21	29	21
	%	0	6.6	27.6	38.2	27.6
Lives of the local community improve with the introduction of a project	Freq	0	6	7	43	20
	%	0	7.9	9.2	56.6	26.3

4.1.4. Legal Activities

The researcher sought to establish the influence of legal activities on financial performance. Six items were measured on a 5-point Likert scale. Table 4.4 illustrates the results.

In a bid to establish if the firms operate under the laws and regulations when selling its product/services, the respondents were asked to respond accordingly. 77.6% of respondents agreeable, 18.4% were not sure while 3.9% of the respondents disagreed.

To establish whether the firm takes advantage of regulatory requirements to innovate products or technologies, respondents were requested for their opinion and the results were such that, 68.4% of the respondents agreed (23.7% strongly agreed), 28.9% were not sure and 2.6% (2) of them disagreed.

In order to ascertain whether the firms ensure adequate steps are taken against all forms of discrimination, results revealed that, 48.7% of the respondents were agreeable (13.2% strongly agreed), 40.8% were neutral and 10.5% disagreed.

In order to find out whether the firm is committed to the health and safety of the employees, 64.5% of the respondents were agreeable, 27.6% were not sure while 7.9% of the respondents disagreed.

In terms of considering environmental impact when developing new products, 76.3% were agreeable (31.6% strongly agreed) that the firm considers environmental impact when developing new products, 21.1% were neutral while 2.6% disagreed.

Finally, 64.5% of the respondents were agreeable (31.6% strongly agreed) that wages should be determined by the law of supply and demand .On the other hand, 25% were not sure and 10.5% disagreed.

Table-4.4. Legal Activities

		SD	D	N	A	SA
Firms operate under the laws and regulations when selling its product/services.	Freq	0	3	14	41	18
	%	0	3.9	18.4	53.9	23.7
The Firm take advantage of regulatory requirements to innovate products or technologies	Freq	0	2	22	34	18
	%	0	2.6	28.9	44.7	23.7
Firm ensure adequate steps are taken against all forms of discrimination	Freq	0	8	31	27	10
	%	0	10.5	40.8	35.5	13.2
The firms is committed to the health and safety of employees	Freq	0	6	21	24	25
	%	0	7.9	27.6	31.6	32.9
Firm considers environmental impact when developing new products (such as energy usage, recyclability, pollution)	Freq	0	2	16	30	28
	%	0	2.6	21.1	39.5	36.8
Wages should be determined by the law of supply and demand	Freq	0	8	19	25	24
	%	0	10.5	25	32.9	31.6

4.1.5. Ethical Activities

The researcher also sought to establish the influence of ethical activities on financial performance. Table 4.5 highlights the results. Five items were measured on a 5-point Likert scale and 60.5% were agreeable (32.9% strongly agreed) that the firm ensures quality assurance criteria that are adhered to in production/service provision,31.6% of them were not sure while 7.9% of them disagreed.

The respondents were further asked to give their opinion on whether true morality is first and foremost importance. From the results, 85.5% were agreeable (35.5%) of the respondents strongly agree, while 7.9% were not sure and 6.6% disagreed.

The study also sought to find out whether the firms provide full and accurate product use information, to enhance user safety beyond legal activities requirements. The results from the study showed that 85.6% were agreeable, 9.2% were not sure and 5.3% disagreed.

Also, as part of ethical activities, the study sought to establish whether the firm follows fundamental ethical activities principles. Results showed that 76.3% of the respondents were agreeable, (23.7% strongly agreed), 11.8%were not sure while 11.8% disagreed.

Finally, the respondents were asked if the firms target product use information to specific markets, the results indicated that, 78.9% were agreeable (28.9% strongly agreed), 17.1% were not sure while 3.9% disagreed.

Table-4.5. Ethical Activities

		SD	D	N	A	SA
The firm ensures quality assurance criteria that are adhered to in production/service provision	Freq.	0	6	24	21	25
	%	0	7.9	31.6	27.6	32.9
True morality is first and of foremost importance	Freq.	0	5	6	38	27
	%	0	6.6	7.9	50	35.5
The firm provides full and accurate product use information, to enhance user safety beyond legal activities requirements	Freq.	0	4	7	36	29
	%	0	5.3	9.2	47.4	38.2
The firm follows fundamental ethical activities principles (e.g., honesty in product labeling)	Freq.	0	9	9	40	18
	%	0	11.8	11.8	52.6	23.7
The firm target product use information to specific markets (e.g., children, foreign speakers) and promote as a product advantage	Freq.	0	3	13	38	22
	%	0	3.9	17.1	50	28.9

4.1.6. Firm Performance

This section of the analysis highlights the results on firm performance. Table 4.6 presents the results. Firm performance construct as a dependent variable had four items which were measured using a 5-point Likert scale.

From the findings, of the total respondents, 59.2% were agreeable, (17.1% strongly agreed) agreed that the bank has increased its sales; 7.9% disagreed and 28.9% were neutral.

In determining whether the bank has experienced increase in the number of customers, the study revealed that; 71% of the respondents were agreeable (27.6% strongly agreed) while only 17.1% disagreed and 11.8% were not sure.

The study also revealed that the bank has added the number of its branches, the results were positive with 68.5% were agreeable, (17% agreed, 9% were not sure while 15% disagreed.

Finally, the study sought to find out if the number of employees have increased in the bank.67.1% of the respondents were agreeable, (19.7% strongly agreed), 26.3% were not sure while 6.6% of them disagreed.

Table-4.6. Firm Performance

		SD	D	N	A	SA
The banks has increased its sales	Freq.	3	6	22	32	13
	%	3.9	7.9	28.9	42.1	17.1
The bank has experienced increase in the number of customers	Freq.	0	13	9	33	21
	%	0	17.1	11.8	43.4	27.6
The banks has added number of its branches	Freq.	0	15	9	35	17
	%	0	19.7	11.8	46.1	22.4
The number of employee has increase in the bank	Freq.	0	5	20	36	15
	%	0	6.6	26.3	47.4	19.7

4.1.7. Correlation Results

Correlation statistics is a method of assessing the relationship between variables/factors. To be precise, it measures the extent of association between the ordering of two random variables although; a significant correlation does not necessarily indicate causality but rather a common linkage in a sequence of events. Thus, the study analyzed the relationships that are inherent among the independent and dependent variables as well as among the independent variables/ factors. The results regarding this were summarized and presented in table 4.7.

Pearson Correlation results in table 4.7 showed that economic activities are negatively related with firm performance with a Pearson Correlation coefficient of $r = -.115$ which is significant at $p < 0.05$. The output also shows that discretionary activities are positively related with firm performance, with a coefficient of $r = .390$ which is significant at $p < 0.01$.

Also, the correlation results indicated that legal activities are positively related with firm performance as shown by a coefficient of $r = .560$ which is significant at $p < 0.01$. Further, ethical activities were positively related with firm performance as evidenced by a coefficient of $r = .681$ which is also significant at $p < 0.01$.From the foregoing, there is a linear relationship between economic activities, discretionary activities, legal activities and ethical activities, with firm performance. This provided more ground to perform multiple regression analysis.

Table-4.7. Correlation Results

	Firm Performance	Economic Activities	Discretionary Activities	Legal Activities	Ethical Activities
Firm Performance	1				
	0				
Economic Activities	-0.115*	1			
	0.003				
Discretionary Activities	.390**	.641**	1		
	0.000	0.0000			
Legal Activities	.560**	0.122	.272*	1	
	0.0000	0.294	0.018		
Ethical Activities	.681**	0.194	.302**	.578**	1
** Correlation is significant at the 0.01 level (2-tailed).					
* Correlation is significant at the 0.05 level (2-tailed).					

4.1.8. Test of Hypothesis

H01: There is no significance relationship between economic activities and bank performance. Findings in table 4.8 showed that economic activities had coefficients of estimate which was significant basing on β_1 = -0.211 (p-value = 0.044 which is less than α = 0.05) level of significance. Therefore we reject the null hypotheses. The study concludes that economic activities have a negative and significant relationship on firm performance. This suggests that there is up to 0.211 unit decrease in firm performance for each unit increase in economic activities.

H02: There is no significance relationship between discretionary activities and bank performance. Research findings showed that discretionary activities had coefficients of estimate which was significant basing on β_2= 0.317 (p-value = 0.004 which is less than α = 0.05) implying discretionary activities have a significant relationship on firm performance. Therefore we reject the null hypotheses. This indicates that for each unit increase in discretionary activities, there is 0.317 units increase in firm performance.

H03: There is no significance relationship between legal activities and bank performance. Research findings showed that discretionary activities had coefficients of estimate which was significant basing on β_3= 0.207 (p-value = 0.037 which is less than α = 0.05) Therefore we reject the null hypotheses; implying legal activities have a significant relationship on firm performance. This indicates that for each unit increase in legal activities, there is 0.207 units increase in firm performance.

H04: There is no significance relationship between Ethical activities and bank performance. Table 4.8 further showed that ethical activities have a positive and significant effect on firm performance with a beta value of β_4= 0.507 (p-value = 0.000 which is less than α = 0.05). Therefore, the researcher rejects the null hypotheses; implying Ethical activities have a significant relationship on firm performance. This indicates that for each unit increase in ethical activities, there is 0.507 unit increase in firm performance.

Table-4.8. Coefficient of Estimate

	Unstandardized Coefficients		Standardized Coefficients	
	B	Std. Error	Beta	Sig.
(Constant)	-0.235	0.586		0.69
economic activities	-0.265	0.129	-0.211	0.044
discretionary activities	0.566	0.191	0.317	0.004
Legal activities	0.251	0.118	0.207	0.037
ethical activities	0.491	0.095	0.507	0.00
R Square	*0.561*			
Adjusted R Square	*0.536*			
a Dependent Variable: firm performance				

$$y = -0.235 - 0.211x_1 + 0.317x_2 + 0.207x_3 + 0.507x_4 + e$$

4.2. Discussion of the Findings

As evidenced in the study, economic activities have a negative and significant effect on firm performance. The findings are contrary with Tench (2006) and Swaen and Chumptaz (2008) that economic activities influence firm performance positively. The results are also in disagreement with Onlaor and Rotchanakitumnuai (2010) findings indicating that economic activities have a positive and significant effect on firm performance.

Furthermore, discretionary activities have a significant effect on firm performance. This implied that increasing firm engagement to the society will induce firm performance. Findings support Barone *et al* (2000) who established that consumers are willing to actively support companies committed to donating charities to the society (Maignan and Ralston, 2002).

In addition, legal activities have a positive and significant effect on firm performance. This means that legal responsibility which is to conduct the business in accordance with laws and embodied in law, generally such firms are likely to attract more customers (Reinhardt et al, 2008). It thus, opined out that firm with high tax compliances increases their customers' base. In this regards, Schultz and Morsing (2003) found the use of CSR for marketing communication purposes to be distasteful to some consumers. Stuart (2004) argues that if brands over-emphasize their CSR policies, consumers may perceive the brand as self-interested, leading to the creation of negative feelings. Webb and Mohr (1998) found that consumers do their shopping based on price, quality or convenience, rather than choosing retailers because of the social causes they support.

Finally, ethical activities have a positive and significant effect on firm performance. This implies that firms with high level of ethical responsibilities enhance their firm performance. Consistently, Vogel (2008) elucidates that consumers are more concerned about ethical products hence creating continuity of goods and services from the firm on the basis of price, convenience and quality. However, even in the niche market for ethical products, consumers may find it difficult to decide which firms to support (Cheers, 2011). Moreover, Carrigan and Attalla (2001) argue that although consumers may express a desire to support ethical companies and punish unethical firms, their actual purchase behaviour often remains unaffected by ethical concerns. Angelopoulos (2006) underlines that the benefits of promoting CSR are not limited to the external environment of the company (better reputation, expansion of the client base, penetration of new markets), since CSR initiatives may also have an significant impact on the internal environment (increase in employee productivity and loyalty, development of competitive advantage).

4.3. Interpretation of the Findings

The study findings have revealed that economic activities have a negative and significant effect on firm performance. This means that firm's profit can be reduced due to higher cost occurred on performing social activities. On legal activities, the study has revealed that legal activities contribute significantly to improved firm performance. This means that banks which conduct their activities in accordance with laws are likely to attract more customers hence realizing higher profit margins.

With reference to discretionary activities, a positive and significant effect with firm performance was evidenced. This implies that CSR initiatives create benefits for companies by increasing consumers' identification with the corporation and support for the company. The results also show that the association between CSR and firm performance is strongest for the specific cases of charitable contributions and environmental performance.

Finally, ethical activities positively and significantly contribute to firm performance. This implies that ethical activities lead to an improvement of the firms 'relation with interested groups, to a greater transparency hence impacting on performance. As well, ethical activities create continuity of goods and services from the firm on the basis of price, convenience and quality. The end result is improved firm performance.

5. Findings

5.1. Summary of Findings

The general purpose of this study was to determine the influence of corporate social responsibility activities on financial performance of listed commercial banks in Baringo County. To achieve the objectives of the study primary data was collected by use of a questionnaire. Data was analysed using both descriptive and inferential statistics. The resultsrevealed that majority of the respondents are over the age of 26. The targeted respondents comprised of the management, staff and customers. Most of them had primary level as their highest education level followed by secondary with the least being those with university and tertiary level of education.

The results on economic activities revealed that the firms produce quality products and services for customers with reasonable price. As well, the purchasing policies are in favor of the local communities. Besides, the organizations use environmentally friendly packaging/ containers and produce ecologically sound products. In addition, the firms' recruitment policies are in favor of the local communities in which it operates.

Furthermore, in terms of discretionary activities, the introduction of the project has led to the improvement of the local community. It was also revealed that environmental impact assessment is done before a project takes place and the firm acts as a good citizen in all matters beyond law and ethical activities rules. The firms are actively involved in projects with the local community and donates to charity in the society. Moreover, a portion of revenues is returned to the community.

In addition, the results on legal activities revealed that the firm considers environmental impact when developing new products. In addition, the firms operate under the laws and regulations when selling its product/services and takes advantage of regulatory requirements to innovate products or technologies. Besides, the firms are committed to the health and safety of employees and determine the wages by the law of supply and demand. Moreover, firms ensure adequate steps are taken against all forms of discrimination.

Finally, findings on ethical activities revealed that the firm provides full and accurate product use information, to enhance user safety beyond legal activities requirements. Besides, true morality is first and of foremost importance. Also, the firms target product use information to specific markets and promote as a product advantage. Likewise, the firms follow fundamental ethical activities principles such as honesty in product labeling and they ensure quality assurance criteria is adhered to in production/service provision.

5.2. Conclusion of the Study

In conclusion, economic activities have exhibited a negative and significant effect on firm performance. It was however expected that economic activities would provide a healthy environment for customers making it possible for the firms to attract new customers and enhance commitment in the current customers. On the contrary, economic activities decrease firm performance. This gives room for further research on the same in order to establish if the study findings hold.

Discretionary activities have a positive influence on firm performance. This is especially because the firms act as good citizen in all matters beyond law and ethical activities. There is therefore creation of a good image in the mind of customers as well as the concerned stakeholders. The good reputation is enhanced further by donations made to charity in the society. There is thus increased trust in the firms which impacts on company's profitability and success. Therefore, it is concluded that discretionary activities have positive impact on the financial performance of banks.

Furthermore, legal activities exhibited a positive and significant effect on firm performance. This means that whenever banks operate under the laws and regulations when selling its product/services, they create a good image in the minds of their customers and sales increase. Also, commitment to the health and safety of employees is evidence of the company's social responsibilities towards them and leads to their satisfaction. Employee satisfaction impacts on their performance and ultimately financial performance.

Finally, ethical activities have a positive and significant effect on the firm performance. This infers that banks with high level of ethical responsibilities exhibit high performance. There is therefore continuity of goods and services from the banks since there is honesty in product labeling and quality assurance in production/service provision.

Recommendations

In light of the study findings and conclusion, the following recommendations are made:

The study has revealed that discretionary activities have a positive and significant effect on firm performance. There is thus need for banks to consider all the concerns related to the product including affordability in reasonable range while making and promoting a product. There is also need for CSR activities such as donations, activities for the welfare of its employees and society since they create a good image in the consumer's mind and protect the firm from decrease in sales.

Legal activities were also found to have a positive effect on the firm performance. There is thus need for the banks to adhere to employee health and safety, laws and regulations and firms' fundamental ethical principles (e.g., honesty in product labeling) since they have an impact on customer satisfaction which in turn leads to firm performance.

Finally, in terms of ethical activities, there is need for honesty in product labeling. Moreover, banks should ensure that quality assurance criteria are adhered to in production/service provision. Moreover, organization should communicate CSR ways to the general public.

Further Research Recommendations

This research was based on banks in Baringo County, therefore it provides room for exploration on other sectors of the economy to see whether a positive relation exist between CSR and firm performance. As such, this study needs to be broadened. Future research also should extend its theoretical framework and take other major variables into the study such as legal requirement beyond customer laws to fulfill legal dimension in order to enhance CSR awareness of organization which in turn improves firm performance. Lastly future research should be based on the comparison on how both private and public banks are using CSR as a basis of gaining market share. These might reveal on the various strategies that banks or other firms are using to enhance firm performance.

References

Amole, B. B., Adebiyi, S. O. and Awolaja, A. M. (2012). Corporate social responsibility and profitability of nigeria banks- a casual relationship. *International Journal of Finance and Accounting,* 3(1):

Bhattacharya, C. B. and Sen, S. (2004). Doing better at doing good: When, why and how consumers respond to corporate social initiatives. *California Management Review,* 47(Fall): 9-25.

Cheers (2011). *Corporate social responsibility.* The Corporate Social Responsibility Debate.

Franklin, D. (2008). *Just good business. The economist, special report.* Corporate social responsibility.

Freeman, R. E. (1984). *Strategic management: A stakeholder approach.* Pitman: Boston.

Freeman, R. E., Wicks, A. C. and Parmar, B. (2004). Stakeholder theory and "the corporate objective revisited. *Organization Science,* 15(3): 364-69. Available: http://orgsci.journal.informs.org/

Garriga, E. and Melè, D. (2004). Corporate social responsibility theories: Mapping the territory. *Journal of Business Ethics,* 53: 51-71.

Gürhan-Canli, Z. and Batra, R. (2004). When corporate image affects product evaluations: The moderating role of perceived risk. *Journal of Marketing Research,* 41(2): 197-205.

Jensen, M. (2002). Value maximization, stakeholder theory, and the corporate objective function. *Business Ethics Quarterly,* 12: 235–56.

Johnson and Johnson (2000). Social responsibility in action.

Kiprutto, D. (2014). *The effect of corporate social responsibility on financial performance of commercial banks in kenya'. Unpublished journal from university of nairobi library.* University of Nairobi Kenya.

Lee, M. P. (2008). A review of the theories of corporate social responsibility: Its evolutionary path and the road ahead. *International Journal of Management Reviews,* 10(1): 53-73.

Luo, X. and Bhattacharya, C. B. (2006). Corporate social responsibility, customer satisfaction, and market value. *Journal of Marketing,* 70(4): 1-18.

Maignan, I. and Ralston, D. A. (2002). Corporate social responsibility in europe and the u.S.: Insights from businesses' self-presentations. *Journal of International Business Studies,* 33(3): 497–514.

Marcia, M. C., Otgontsetseg, E. and Hassan, R. (2014). *Corporate social responsibility and its impact on financial performance: Investigation of u.S. Commercial banks.* Unpublished Journal from Carroll School of MANAGEMENT Boston University USA.

Nassiuma, D. K. (2000). *Survey sampling: Theory and methods.* Egerton University Press: Njoro, Kenya.

Okoth, D. O. (2012). *The Effects of Corporative social responsibilities on the performance of Commercial banks in Kenya.* Unpublished journal from University of Nairobi Library: Nairobi Kenya.

Onlaor, W. and Rotchanakitumnuai, S. (2010). Enhancing bank performance towards corporate social responsibility of thai mobile service providers. *World Academy of Science, Engineering and Technology*: 42.

Prahalad, C. K. (2003). *The fortune at the bottom of the pyramid: Eradicating poverty through profits.* FT Prentice Hall: London.

Prahalad, C. K. and Hammond, A. (2002). Serving the world's poor, profitably. *Harvard Business Review,* 80(9): 48-57.

Saunders, Lewis, P. and Thornhill, A. (2007). *Research methods for business students.* 4th edition ednPearson Education limited Artes Grafices.

Schaefer, B. (2008). Shareholders and social responsibility. *Journal of Business Ethics,* 81(2): 297-312.

Seglin, J. L. (2002). *How business can be good (and why being good is good for business). In L. P. Hartman (Ed.), Perspectives in business ethics.* 2nd ed edn: The McGraw-Hill Companies: New York.

Smith, H. J. (2003a). The shareholders vs. stakeholders debate. *MIT Sloan Management Review,* 44(4): 85-90. Available: http://web.mit.edu/smr

Swaen, V. and Chumptaz, R. C. (2008). Impact of Corporate social responsibility on consumer trust. *Journal of Application on Marketing,* 23: 7-33.

Tench, R. (2006). *Community and society: Corporate social responsibility (csr)' in 'exploring public relations'. R. Tench and l. Yeomans (ed.).* Pearson Education: London.