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ADDIS ABABA UNIVERSTY

SCHOOL BUSSINESS AND ECONOMICS

**MASTERS OF BUSINESS ADMINISTRATION IN
MANAGEMENT (MBA)**

***THE EFFECT OF CORPORATE SOCIAL RESPONSIBILITY IN BULIDING
BRAND IMAGE (, THE CASE OF DASHEN BANK S.C, HEAD OFFICE)***

**A THESIS SUBMITTED TO THE COLLEGE OF BUSSINES AND
ECONOMICS IN PARTIAL FULFILLMENT OF THE REQUIREMENTS
FOR THE AWARD OF THE DEGREE OF MASTER OF BUSINESS
ADMINISTRATION IN MANAGNMEENT (MBA)**

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February 2026

Addis Ababa, Ethiopia

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SCHOOL BUSINESS AND ECONOMICS
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Declaration

I, Yeshwas Debalikie, do hereby declare to the Addis Ababa University School Business and Economics Department of MBA (In Management) that this thesis, entitled “Assessment *the effect of corporate social responsibility in building brand image (, the case of Dashen bank s.c, head office)*,” is my own original work and has not been previously submitted for a degree at this or any other tertiary institution. All sources of materials used for the thesis and all contributions of individuals who participated in the research have been duly acknowledged. I further certify that the research was conducted in accordance with the university's regulations and that all ethical considerations regarding data collection and participant confidentiality have been strictly observed.

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ACKNOWLEDGEMENTS

First and foremost, I offer my deepest gratitude to the Almighty God Father, Son, and Holy Spirit for the divine strength and privilege granted to me to embark on this Master's journey and successfully navigate its challenges alongside my professional and personal commitments.

I am profoundly indebted to my advisor, **Dr. Demeke Chimdessa (PhD)**, for his tireless dedication, energy, and expert guidance. His professional insights and steadfast commitment were instrumental in helping me achieve a comprehensive understanding of the subject matter.

I would also like to express my sincere appreciation to the management of **Dashen Bank S.C. Head Office** and the staff members across the Addis Ababa branches. Their willingness to dedicate their valuable time to participate in interviews and complete questionnaires was vital to the completion of this research.

My heartfelt gratitude goes to my parents and family, who have been my pillars of strength throughout this journey. Your unconditional love and presence during every high and low have been my greatest motivation. I am especially grateful to my Mother and Father.

I am also sincerely grateful to **my uncle and aunts**, thank you for your faith in me and your labor of love; may the Almighty reward you.

Finally, I wish to thank **Addis Ababa University** and the entire faculty for their academic excellence and for the opportunity to study within such a distinguished institution. To my dear friends in Addis Ababa, particularly, your moral, spiritual, and material support transformed this dream into a reality. I am eternally grateful to you all and pray for God's richest blessings upon you.

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Abstract

Corporate Social Responsibility (CSR) has emerged as a significant area of focus globally; however, most existing literature remains outside the Ethiopian context. While Dashen Bank is a leading private commercial bank in Ethiopia and has been the subject of various studies, there is a research gap regarding its specific CSR practices, challenges, and benefits. This thesis was designed to critically identify the key CSR practices of Dashen Bank, alongside the challenges and benefits associated with these initiatives. To achieve this objective, the study employed a mixed-methods approach, utilizing both primary and secondary data. Quantitative data was gathered through survey questionnaires distributed to a purposively selected sample of 151 employees, while qualitative data was collected through interviews.

The findings reveal that Dashen Bank actively engages in various CSR dimensions, encompassing both business-related and non-business-related responsibilities. The study demonstrates that these CSR practices have yielded significant benefits, including strengthened customer trust, enhanced employee engagement and productivity, and positive customer outreach—all of which have contributed to increased profitability. Conversely, the research identifies several critical barriers that have hindered the bank's full engagement in CSR programs. These include persistent political instability and regional conflicts, unfavorable macroeconomic factors, and the disruptive impact of the COVID-19 pandemic.

Based on these findings, the study offers recommendations for both the bank and the wider industry. It suggests that other financial institutions can draw valuable lessons from Dashen Bank's experience while emphasizing that national peace and stability are fundamental for sustainable CSR. Finally, the study suggests that future research should adopt a broader scope, investigating multiple companies and exploring the role of CSR in combating money laundering, corruption, and terrorism.

Keywords: *CSR, , Corruption, Customer Trust, Ethiopia, Dashen Bank.*

CHAPTER ONE

INTRODUCTION

1.1 Background of the study

Corporate Social Responsibility (CSR) was first noticed in the Anglo-Saxon world in 1950s with the idea of contributing societal welfare and environmental responsibility (Kostyuk et al, 2008). This implies generally, CSR is defined as the voluntary activities undertaken by a company to operate in an economically, socially and environmentally sustainable manner. However, the basic question here is that, how business could discharge CSRs while maximizing corporate financial performance in today is competitive market? The problem is very much rough to understand the concept of CSRs activities in developing economy, particularly in Ethiopia where majority of the society are poor and illiterate. As the living standard of society is low, the CSR expected from business firms are much higher than it is used to be in developed economy as long as the government in developing nation is unable to fulfill all the needs of the society. However, it looks Difficult, if companies operate in an economically, socially and environmentally responsible manner, it helps firms to have shared value and social license. Management and mitigation of social and environmental risk factors are increasingly important for business success abroad, as the costs to companies of losing that social license, both in terms of share price and the bottom line may be significant (Foreign Affairs, Trade and Development Canada, 2009).

Corporate Social Responsibility (CSR) has experienced a surge in importance within the business realm. It goes beyond merely meeting legal requirements to address broader social, environmental, and ethical issues. CSR encompasses a broad spectrum of voluntary activities that companies undertake to make positive contributions to society while concurrently enhancing their reputation and brand image. Areas of focus include charitable giving, sustainability practices, ethical sourcing, employee well-being, and community development.

Esteemed researchers like Porter and Kramer (2002) have highlighted the strategic significance of corporate philanthropy in strengthening brand equity and cultivating customer loyalty. Their work emphasizes how philanthropic endeavors aligned with a company's core business can lead to the

creation of shared value. Similarly, findings from studies by Delmas and Burbano (2011) illustrate a favorable link between environmental performance and financial results. This suggests that companies prioritizing environmental sustainability can secure a competitive advantage and enhance overall financial performance.

Further investigations by Carter and Rogers (2008) have looked into the impact of ethical sourcing on a company's reputation, revealing that such practices can positively shape consumer attitudes and purchase decisions. Additionally, research by Turker (2009) has unveiled a positive correlation between CSR initiatives and employee commitment. Initiatives focusing on improving employee welfare can boost job satisfaction, elevate performance levels, and foster employee loyalty.

Lastly, the work of Morsing and Schultz (2006) has explored how CSR impacts stakeholder engagement. Their research shows that CSR activities can cultivate stakeholder trust and nurture long-term relationships. Collectively, these studies provide comprehensive insights into the multifaceted nature of CSR. They serve as crucial references for further research, aiding in a better understanding of how CSR influences various aspects of business operations and society. The phrase "corporate image" refers to people's general perceptions of a company (Aydin and Ozer, 2005). It is the mental image that customers have of a business (Souiden et al., 2006). The corporate image is the result of a process in which customers recall ideas, attitudes, and experiences from the firm's services, building a mental image of the organization (Aydin and Ozer, 2005). Baloglu and Brinberg (1997) define corporate image as ideas, thoughts, and impressions from a given attitude or perspective. According to Keller (1993), corporate image is the company's perspective. The corporate image represents the company's success and is formed in the consumer's mind (Keller). Corporate social responsibility can improve the image of both the firm and the brand in society. A corporation that is committed to economic development, organizational ethics, employee and family aid, non-profit organization support, and satisfying societal needs has a much better image in society than other businesses (Pomeroy and Johnson, 2009). One aspect of corporate social responsibility is the application of moral principles. A company with a moral commitment to its customers and employees has a more good reputation in the community.

Corporate social responsibility has the potential to improve a company's image while also increasing the effectiveness and efficiency of its activities (Arendt & Brettel, 2010). The company's commitment to social responsibility will influence how customers evaluate the

company's image (Pomering & Johnson, 2009). Vazifehdoust et al. (2014) explored how corporate social responsibility affects company image, customer happiness, and loyalty in the banking industry. They discovered a positive relationship between corporate social responsibility and perceived service quality and satisfaction. The findings reveal that bank customer satisfaction has a favorable impact on both behavioral and attitudinal loyalty. The findings also revealed that CSR efforts might have a favorable impact on the company's reputation. Because of society's growing awareness about environmental and ethical issues, it appears that today's consumers are looking for companies that adopt corporate social responsibility activities

1. 2. Statement of the Problem

Corporate Social Responsibility (CSR) has become a major strategic element for financial institutions worldwide. Modern banking is no longer limited to profit maximization; banks are now expected to contribute to social development, environmental protection, and ethical governance. The banking industry in Ethiopia was highly competitive, with companies striving to differentiate themselves and gain a favorable corporate image. Corporate social responsibility (CSR) had emerged as a crucial aspect in shaping corporate image and enhancing stakeholder perceptions. In Ethiopia, commercial banks including Dashen Bank operate in a rapidly changing financial environment characterized by intense competition, digital transformation, and rising public expectations for transparency and social accountability. Even though this all are true in case of Dashen, Therefore, the problem at hand is twofold.

Firstly, there is limited empirical research examining how these CSR enhances to Build brand reputation, and long-term sustainability. Some researches related to corporate social responsibility have been conducted but none of the studies looks at specifically Dashen bank's performance and practice of CSR; hence, there exists a literature gap on Role of Corporate Social Responsibility in Building Brand Image on the individual bank (Dashen). Abdul Hamid (2013) assessed CSR practices and determinants: a comparative study conducted in the Ethiopian leather industry.

Additionally, other studies also used the descriptive analysis and examined the effects of CSR activities on banks' performance from a financial perspective (Bimir, 2016; Kebede&Tegegne, 2018; Kesto, 2017; Lema, 2017; Mamo, 2017; Uvaneswaran&Ayele, 2017). However, to the best of the researcher's knowledge, there are no studies that specifically link Dashen bank to its performance on CSR leaving this area plausible for research. Improvement.

Secondly, there is a lack of comprehensive research examining the specific effect of CSR on brand image building and the remained unexplored conditions of Dashen bank s.co in the areas of The relationship between CSR dimensions and the brand image since the bank is one of the leading banking industry in the country, there is a limit understanding of the CSR practices that undertake along various dimensions. It is crucial to determine how each dimension of CSR, economic, legal, Ethical and Philanthropic as basic responsibilities that Dashen bank needs to fulfil which, influences stakeholder perceptions, beliefs, and attitudes towards the company. Understanding this relationship would shed light on the effectiveness of the company's CSR initiatives in shaping its overall brand image. Therefore, the aim of this study will at filling this gap by interrogating the question "raised to the Dashen bank Like, what are the CSR practices undertaken by Dashen bank along key dimensions? What are the practical implications in determining the relationship between CSR dimensions and brand image? What will the effect of CSR dimensions on corporate image? **Lastly**, what will the recommend strategies for improving CSR effectiveness in enhancing corporate image?"

1.3. Research Objective

1.3.1 General Objective

The general objective of the study is to examine the effect of corporate social responsibility In

Building Brand Image of Dashen Bank Located in Addis Ababa, Ethiopia.

1.3.2 Specific objectives

The Specific objectives of this study are:

- ✚ To assess the CSR practices undertaken by Dashen bank along key dimensions.
- ✚ To determine the relationship between CSR dimensions and corporate image.
- ✚ To analyses, the effect of CSR dimensions on corporate image.
- ✚ To recommend strategies for improving CSR effectiveness in enhancing corporate image.

1.4. Research Questions

To attain and deal with the above objectives this study will be framed by the following questions

1. What are the CSR practices undertaken by Dashen bank along key dimensions?
2. What is the relationship between CSR dimensions and corporate image?
3. How CSR dimensions are affecting corporate image?
4. What Are the Recommended strategies for improving CSR effectiveness in enhancing corporate image?

1.5. Hypothesis of the Study

H1: There is a significant relationship between economic dimension of CSR and corporate Image.

H2: There is a significant relationship between legal dimension of CSR and corporate image.

H3: There is a significant relationship between ethical dimension of CSR and corporate image.

H4: There is a significant relationship between philanthropic dimension of CSR and corporate Image

1.6 Significance of the Study

The motivation for undertaking this study is premised on the belief that it will generate Knowledge and enhance social research, thereby improving the understanding of CSR, not just as management tool or instrument that ensures informed policymaking, but also as a form of Social order that encourages institutional commitment to fully humanizing the business Environment particularly the banking industry in Ethiopia.

In addition, The output from the research will help banks, social organizations policy developers, and other Concerned parties on CSR of commercial banks in Ethiopia to take some remedial actions or Corrective measures on the problems identified in the research. It will also serve as a stepping-stone for other researchers who aspire to make depth study about the issue under the study. Besides, importantly, this research will educate clients in deciding on whether the industries are really fulfilling their responsibility to the environment or are just showing off to promote their business.

Despite the rising interest in CSR and its influence on company image, there remain substantial research gaps specific to the bank industry. This study aims to bridge these gaps by examining the effectiveness of CSR initiatives in shaping company image within banking sector. The study's outcomes will hold practical implications for the bank industry. It will furnish banks with insights into the most impactful CSR initiatives that can positively influence company image. This will empower them to channel resources towards initiatives that align with their business. Objectives and resonate with consumers. Moreover, the research will spotlight areas where banks can refine

their CSR practices. By recognizing deficiencies and gaps, banking industries can proactively enhance their CSR activities and address any negative perceptions or critiques.

Lastly, the study will enrich the overall comprehension of CSR in the banking industry, providing valuable insights for industry practitioners, policymakers, and researchers. It will act as a foundational resource for future research endeavors, guiding the evolution of CSR practices within the financial sector. Overall, the study's significance lies in its contribution to understanding how CSR impacts. Through addressing research voids and offering actionable implications, it will aid banks in fortifying their CSR initiatives and Elevating their reputation and stakeholder relationships.

1.7. Scope of Study

The scope of the research is the Effect of corporate social responsibility in building brand image. The research is confined to Dashen bank s.c (Head office) Addis Ababa. The researcher should cover all of the Head Office Departments, Considering the complexity of the subject matter and limited understanding about the corporate social responsibility; it is believed that employees who stayed for more years in the organization might have a better understanding about the CSR and its effect on Companies Image than shorter years of service. The study will take into account only permanent employees of Dashen bank as a target population to draw sample from it. The researcher will select employees at head office of Dashen Bank S.C. that is one of the private banks in Ethiopia. Content wise the study will focus to assess the qualities of CSR possessed by managerial staffs and the impact of CSR on Companies Image. The effect of CSR (independent variables): Economical, Legal, ethical and philanthropically CSR dimensional qualities on banks brand image/dependent variable/ will be analyzed by using statistical tools **SPSS 27**.

1.8. Limitation of the study

The study will face its own limitation. While doing this study, the researcher will face some sort of limitation Such as sufficient time, the collection and gathering of the data may face challenges

because, some respondents might not be willing to answer the questionnaires, and some respondents might have missed some of the questionnaires. Challenges such as secrecy and fear of respondents to disclose vital information may be the limitations to the study. Researchers and scholars strongly agreed that inclusion of a large population size in the study could have a great value to get more credible information about any raised problem. However, conducting the research in more sites is impossible due to different constraints. This may reduce the quality of the research work, the sample considered, and the organization to be studied considered as research limitation. The study considers only one commercial bank, (Dashen bank), not include other Banks, also not included other financial sector, and thus may not reflect the same position in other private banks, insurances and micro finance institutions.

1.9. Organization of the Research Report

The research report consists of five chapters with different sections and sub-sections which is structured as follows. Chapter one discusses introduction of the study that would give a brief overview of the background of the study. This chapter also discusses objectives, research hypotheses, scope, significance, delimitation, and limitation of the study. In chapter, two theoretical foundations of the study and empirical studies conducted on relevant studies are presented. Chapter three focuses on methodology of the study. It explains the research design, the target population, data collection method, measuring instruments, and data analysis techniques. Chapter four also provides the data analysis and presentation of the study. It mainly covers the analysis of outcomes and discussion of the research results. The last chapter as usual explains conclusion and recommendation based on interpretation of the research results with further research directions.

1.10. Definition of Key Terms

Corporate social responsibility (CSR)

It encompasses the idea that businesses should consider the social, environmental, and economic consequences of their operations and actively engage in activities that benefit society as a whole, beyond the narrow pursuit of profit maximization (Carroll, 1979; Dahlsrud, 2008).

Company image

Corporate image refers to the overall impression or perception that stakeholders (employees, Customers, the community) have of a company based on their experiences, beliefs, feelings, and Knowledge about the organization (Keller, 1993; Nguyen & Leblanc, 2001).

CHAPTER –TWO

2. REVIEW OF LITERATURE REVIEW

2.1 Theoretical Review

2.1.1 The Concept of Corporate Social Responsibility

The concept of CSR refers to a business's commitment to contribute to economic development while working with employees, their families, the local community, and society to enhance quality of life in ways that benefit both the business and society (World Bank, as cited in Chung et al., 2015). CSR involves the responsibility of companies to minimize harmful effects, maximize positive impacts, and cultivate a positive image in society (Moon, 2002). In the past, organizations primarily focused on maximizing profits and shareholder wealth, but CSR emphasizes the commitment of businesses to improve communities through their practices and resource contributions (Kotler & Lee, 2008). Research on CSR has presented both supportive and opposing views, with some arguing for its importance and others expressing skepticism (Carroll & Shabana, 2010). The widely accepted definition of CSR by Carroll (1979, 1991) states that it encompasses economic, legal, ethical, and philanthropic expectations society has of organizations (Mohr, Webb, & Harris, 2001; Matten & Crane, 2005). The concept of CSR was derived from the perception of social responsibility, where organizations consider their existence as an opportunity to contribute to the well-being of society and restructure their operations and behaviors to conform to the shared norms and values of society (Bowen, 1953; Carroll, 1979; Buchholz, 1991).

2.1.2 Early Theoretical Work of CSR

The notion of CSR emerged in 1953, following the release of Bowen's book "Social Responsibilities of Businessmen (Valour, 2005). Bowen is regarded as the first to define corporate

social responsibility (CSR). Bowen states "CSR is the obligation of the businessman to pursue those policies, to make those decisions, or to follow those lines of action, which are desirable in terms of the objectives and images of our society". In 1963, McGuire provided an explicit definition of CSR, stating that corporations have not only economic and legal obligations, but also responsibilities to society that extend beyond these. He emphasized the need for businesses to follow business ethics and corporate citizenship. Building on this, Sethi (1975) developed a three-tier model of corporate social performance, classifying corporate behavior into social obligation, social responsibility, and social responsiveness. Sethi emphasized the importance of moving beyond mere compliance to address societal expectations and develop the competence to effectively engage with stakeholders. In 1979, Carroll proposed a model of CSR containing four categories of responsibility in decreasing order of importance: economic, legal, ethical, and discretionary/philanthropic. Carroll suggested these four components should be portrayed as a pyramid, with economic responsibilities forming the base. Later, in 1991, Carroll presented his CSR model as a pyramid, suggesting the different types of obligations are in constant tension with one another. Pinney (2001) defined CSR as a set of management practices that enhance a company's ability to minimize the negative impacts of its operations on society while maximizing the positive impact. Lea (2002) further elaborated that CSR involves the integration of social and environmental concerns into business operations and dealings with stakeholders.

Finally, Matten and Moon (2008) characterized CSR as the articulation and communication of business responsibility for the social good, reflecting the social imperatives and consequences of business success. These models and definitions collectively contribute to a more comprehensive understanding of the theoretical underpinnings and multifaceted nature of corporate social responsibility.

2.1.3 Stakeholder Theory

The Stakeholder Theory, as developed by Freeman in 1984, integrates the concept of stakeholders into strategic management constructs. Freeman identified two distinct versions of the Stakeholder Theory: The Expanded Version: In this version, the Stakeholder Theory defines stakeholders as all the groups that can affect or are affected by the decisions and actions of the company. This includes a wide range of entities such as shareholders, employees, customers, suppliers, governments, activist groups, communities, and even the environment. The focus of this expanded version is on recognizing the diverse range of stakeholders that the company needs to consider in its decision-making and strategic management. The Narrow Version: The second version of the Stakeholder Theory presents a more restricted definition of stakeholders. In this narrower interpretation, stakeholders are only those groups or individuals that put something at risk (such as investments, jobs, or environmental impact) due to the company's activities, and who are necessary for the company's survival. Under this view, activist groups and the environment may not be considered legitimate stakeholders, as they are not directly essential for the company's operations. The core premise of the Stakeholder Theory, regardless of the version, is that the decision-making and strategic management of the company should be directed towards addressing the interests and concerns of the diverse set of stakeholders, rather than solely focusing on the interests of shareholders or the company itself. The expanded version encourages a more holistic and inclusive consideration of stakeholder interests, while the narrow version concentrates the management's focus on the most critical stakeholders necessary for the company's survival and success. Both versions emphasize the importance of stakeholder engagement and management as a key aspect of strategic decision-making. The figure below is trying to summarize business and stakeholders in a holistic approach

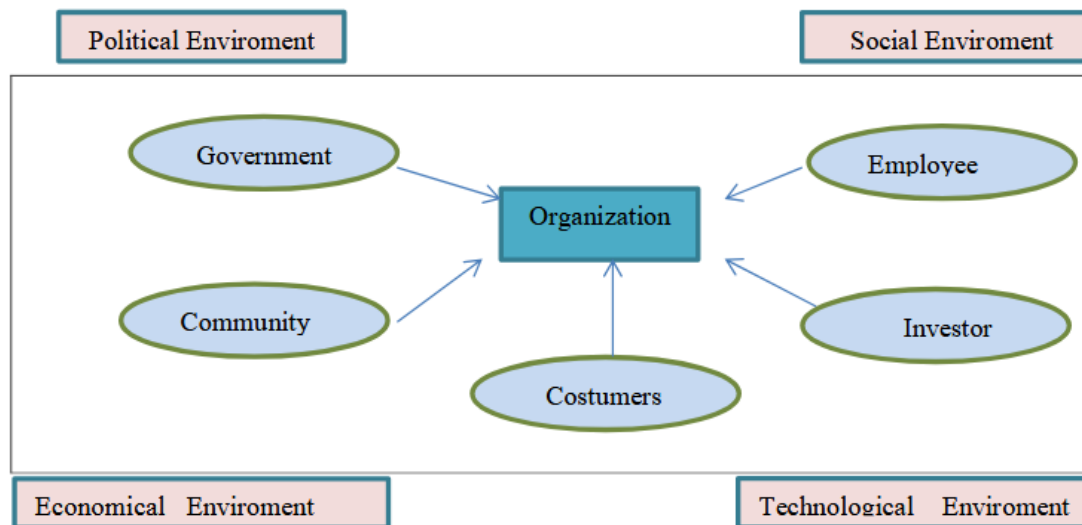


Figure 2.1 Primary and Secondary Stakeholders of CSR

Source: Kamara, Mohamed Victor (2018).

2.1.4 Social Identity Theory

Social Identity Theory proposes that people tend to define their self-concept based on their membership in various social groups and categories (Ashforth & Mael, 1998). This means that individuals derive a sense of their own identity and self-worth from the social groups they belong to. When applied to the organizational context, Social Identity Theory suggests that if employees perceive their organization as being socially responsible and having a favorable reputation in society, it can enhance the employees' self-concept and sense of belonging to that organization (Smith, 2001). The theory posits that when employees feel proud to be associated with a socially responsible company, it positively influences their work attitudes and behaviors. This is because employees' membership in this reputable organization becomes an important part of their social identity. Ashforth and Mael (1998) further elaborated that an employee's enhanced social identity, derived from being part of a socially responsible organization, will have a favorable impact on their work-related attitudes, such as job satisfaction, organizational commitment, and sense of belonging.

In essence, Social Identity Theory explains how employees' perceptions of their organization's corporate social responsibility activities can shape their self-concept and social identification with the company, which in turn, positively influences their work-related attitudes and behaviors. The theory highlights the importance of organizational reputation and social responsibility in fostering a stronger sense of belonging and pride among employees.

2.1.5 Institutional theory

According to Jones (1995), the Stakeholder Theory suggests that companies engaged in repeated transactions and interactions with their stakeholders are motivated to exhibit honest, trustworthy, and ethical behavior. This is because the returns and benefits to the company for maintaining such trustworthy relationships with stakeholders are high. The theory posits that firms do not make decisions about corporate social responsibility (CSR) solely based on instrumental or self-interested reasons. Instead, these CSR-related decisions are framed within a broader social context that considers the interests and well-being of the various stakeholders. Jones further elaborates that the Stakeholder Theory can be applied to analyze a company's environmental and social responsibility initiatives. The theory suggests that firms are inclined to be more socially and environmentally responsible when they have ongoing, trust-based relationships with their stakeholders, such as employees, customers, suppliers, and local Communities. The key premise is that the development and maintenance of cooperative, trustworthy Relationships with stakeholders incentivizes companies to make decisions that go beyond narrow, short-term profit maximization. Firms recognize the long-term benefits of being perceived as honest, ethical, and socially/environmentally responsible actors. In summary, Jones' interpretation of the Stakeholder Theory highlights how companies' CSR- related choices are shaped by the need to cultivate and preserve trusting, cooperative relationships with their diverse stakeholders, rather than being solely

driven by instrumental considerations. This perspective emphasizes the social and relational aspects of corporate decision-making.

2.1.6 The Triple Bottom Line Approach

A triple bottom line is a sort of corporate social responsibility that requires leaders to priorities bottom-line results while also considering social and environmental impact. Elkington (1997). Sustainability is to ensure that current actions do not hinder future economic, social, environment opportunities. Sustainability combines ethics and economics to ensure long-term equilibrium. Elkington (1997) defines balance as achieving economic, social, and environmental goal. The triple bottom line addresses three aspects of sustainability. Economic, environmental and social. Companies still struggle to define their sustainable accounting measures. It is quit impossible to discuss CSR without looking at the triple bottom line



Figure 2:2 Triple bottom lines

Source: Elkington, (1997)

2.1.7 Carroll's CSR Pyramid Model

Carroll's CSR Pyramid is one of the most renowned and frequently cited models of Corporate Social Responsibility (CSR). The four-part conceptualization of CSR posits that corporations have not only economic and legal obligations, but also ethical and discretionary (philanthropic) responsibilities toward their stakeholders (Carroll, 1979). The CSR pyramid describes how companies take responsibility and contribute to society by fulfilling these different types of responsibilities, which can be described as required economic and legal responsibilities, expected ethical responsibilities, and desired philanthropic responsibilities (Carroll & Shabana, 2010). Additionally, companies may have a responsibility to proactively address societal issues and challenges, even if they are not directly related to the company's operations, demonstrating a deeper commitment to sustainable and equitable development.

Economic Responsibility: The Foundation According to Carroll's CSR Pyramid Model, economic responsibility forms the foundation of corporate social responsibility, emphasizing the fundamental role of businesses to be profitable and maximize shareholder returns. This dimension encompasses key aspects such as ensuring the business is financially viable and generating adequate returns on investments, optimizing operations to reduce costs and increase productivity, and contributing to economic growth by creating jobs, innovating, and generating wealth. Carroll (1991) explains that establishing profitability, as the primary motivation for entrepreneurship is crucial, as businesses were originally created as economic entities to provide goods and services to customers. Maintaining a durable and competitive market position, achieving high operational efficiency, and consistently generating profits are essential for corporations to fulfill their economic responsibilities, which serve as the base for the other CSR components outlined in the pyramid model.

Legal Responsibility: Adhering to Laws Building upon the foundational economic responsibilities, Carroll's CSR Pyramid Model outlines the next level of corporate obligations - legal responsibilities. This dimension asserts that businesses must comply with the laws and regulations set by society, including adhering to local, national, and international laws and regulations, engaging in fair trade practices, honoring legal contracts, and following industry-specific rules and standards. According to Carroll (1991), it is essential for corporations to perform consistently with the expectations of government and the law, adhering to various state, federal, and local principles. Fulfilling these legal responsibilities is crucial for a corporation to be considered an honest and successful organization, as it must provide goods and services that at least meet the minimal legal requirements. By addressing both economic and legal responsibilities, companies lay the groundwork for addressing the higher-level ethical and philanthropic dimensions of corporate social responsibility.

Ethical Responsibility: Doing What's Right

The third level of Carroll's CSR Pyramid Model is ethical responsibility, which goes beyond merely complying with laws and regulations. This dimension involves conducting business in a manner that is morally right and just, including upholding honesty and transparency in all dealings, ensuring equitable treatment of all stakeholders such as employees, customers, and suppliers, and adhering to societal norms and ethical standards even when they are not codified into law. According to Carroll (1991), it is essential for corporations to recognize and respect new ethical or moral norms assumed by society, and to prevent ethical standards from being compromised in the pursuit of corporate goals. A "good" corporation is defined as one that does what is expected morally and ethically, which is crucial, as corporate integrity and ethical

Behavior must go beyond simply following laws and regulations. By addressing this higher level of responsibility, companies demonstrate a commitment to doing what is right, not just what is legally required.

Philanthropic Responsibility: Giving back At the pinnacle of Carroll's CSR Pyramid Model is philanthropic responsibility, which focuses on the business's voluntary activities aimed at improving the community and society. This includes charitable contributions through donating money, time, or resources to worthy causes, active engagement in community development projects and supporting local initiatives and promoting a culture of giving that enhances the quality of life in the communities where the business operates. According to Carroll (1991), it is essential for corporations to perform in a manner consistent with the philanthropic expectations of society, such as supporting the arts, education, and other community improvement efforts. Strategic philanthropists argue that while these voluntary activities may not generate direct economic returns, they can enhance the firm's long-term competitive position through intangible gains in reputation and employee loyalty. Overall, Carroll (1991) emphasizes that a socially responsible firm must strive to fulfill its economic, legal, ethical, and philanthropic responsibilities simultaneously to fulfill its total corporate social responsibility.



Figure 2.3 Carroll's Pyramid of CSR

Carroll's Pyramid of CSR represents the willingness of businesses to go beyond legal and ethical obligations and actively contribute to projects that enhance the quality of life in communities. Philanthropic responsibilities are seen as a voluntary and positive contribution businesses make to society (Carroll, 1991).

2.1.8 Concept of Company Image

The concept of a company's image is an important aspect of corporate social responsibility and overall business strategy. A company's image refers to the public's perception and impression of the organization, including its reputation, brand identity, and the associations and emotions it evokes in stakeholders. A strong, positive company image can provide several benefits:

- ❖ **Reputation and brand equity:** A favorable image helps build the company's reputation and brand equity, which can lead to increased trust, loyalty, and willingness from customers, investors, and other stakeholders to engage with the business.

- ❖ **Competitive advantage:** A strong, differentiated image can give the company a competitive edge in the market, making it more attractive to customers and potential partners.
- ❖ **Employee attraction and retention:** A positive company image can help attract top talent and retain valuable employees who want to be associated with a reputable organization.
- ❖ **Crisis management:** A well-established, positive image can help company weather reputational crises and manage potential damage to its brand.
- ❖ **Pricing power:** A strong, respected image can enable a company to command premium pricing for its products or services.

The concept of a company's image is a multifaceted and strategic construct that has been examined by various scholars from diverse fields. Marketing scholar Philip Kotler defines company image as "the set of beliefs, ideas, and impressions a person holds regarding an organization" (Kotler, 2000). This emphasizes the importance of managing a company's image through effective marketing and communication strategies. Public relations scholar Bernstein further elaborates, viewing company image as "the net result of the interaction of all experiences, impressions, beliefs, feelings, and knowledge that people have about a company" (Bernstein, 1984). He stresses the need to align a company's identity, communication, and behavior to create a cohesive and favorable image. Communication scholars Grunig and Hunt define company image as "the overall impression made on the minds of the public about an organization" (Grunig & Hunt, 1984), highlighting the role of communication, particularly through public relations efforts, in shaping and managing a company's image. Reputation management scholar Fombrun conceptualizes company image as "a perceptual representation of a company's past actions and future prospects that describe the firm's overall appeal to all its key constituents when compared to other leading rivals" (Fombrun, 1996), emphasizing the strategic importance of reputation management in

building a strong company image. Finally, within the broader framework of corporate social responsibility (CSR), Carroll's CSR Pyramid Model suggests that a company's image is influenced by its ability to fulfill its economic, legal, ethical, and philanthropic responsibilities simultaneously (Carroll, 1991). Collectively, these perspectives illustrate the multifaceted nature of company image, which encompasses the perceptions, beliefs, and experiences of various stakeholders, and requires a strategic and integrated approach to effectively manage and cultivate a favorable organizational reputation.

2.2 Empirical Review

2.2.1 Corporate social responsibility Practice in Ethiopia

The concept of CSR is still relatively underdeveloped in the Ethiopian context, with a strong emphasis on the economic aspect of CSR often at the expense of other critical dimensions (Fentaye, 2018). The existing CSR practices in Ethiopia tend to be more focused on the economic responsibilities of businesses, while the legal and ethical responsibilities are often overlooked. This imbalance in the implementation of CSR is a common challenge faced by many African countries (Fentaye, 2018). To address this challenge and promote a more holistic and sustainable approach to CSR in Ethiopia, several key steps are required. These include strengthening the legal infrastructure and improving governance, fostering a culture of ethical business practices, encouraging a balanced approach to CSR that addresses the economic, legal, ethical, and philanthropic responsibilities, providing incentives and recognition for comprehensive CSR practices, and enhancing stakeholder engagement and transparency (Woldie & Sinkonde, 2018; Gebremedhin, 2019). By taking these measures, Ethiopia can work towards reconciling the different components of CSR and aligning its economic development goals with the principles of ethical and responsible business conduct.

2.2.2 Corporate Social Responsibility Activity in Dashen Bank

Dashen Bank has established itself as a pioneer in the Ethiopian banking sector by integrating social and environmental concerns into its core business strategy. As a prominent corporate citizen, the bank's CSR initiatives are increasingly framed within a formal Environmental, Social, and Governance (ESG) framework (Further Africa, 2026).

One of the primary pillars of Dashen Bank's CSR is support for community and economic development through strategic partnerships. Recently, the bank partnered with the International Finance Corporation (IFC) to launch a \$20 million risk-sharing facility specifically aimed at increasing access to finance for SMEs, with a significant portion of the funding earmarked for women-owned businesses and the agribusiness sector (IFC, 2026). This initiative aims to stimulate job creation and provide the necessary capital for smaller enterprises to grow, which traditional banking models often underserve.

Additionally, Dashen Bank has institutionalized its commitment to environmental stewardship through its Environmental and Social Risk Management (ESRM) Policy. This policy ensures that the bank assesses and mitigates the environmental impacts of its lending activities, excluding the financing of projects that do not meet strict sustainability standards (Dashen Bank, 2024). Furthermore, the bank has engaged in philanthropic efforts, including donations to community welfare, healthcare, and education projects, similar to other major commercial banks in Ethiopia (Research Gate, 2021).

2.2.3 Corporate Social Responsibility and Corporate Image

Corporate social responsibility (CSR) has become an important focus for companies today, with many engaging in CSR activities to enhance their corporate image and reputation (Veradajan & Menon, 2012; Bennet, 2010; Rhee & Haunschild, 2011; McKinsey, 2010). There is evidence that the primary motivation for companies to undertake CSR is not pure altruism, but rather a form of strategic self-interest (Moon, 2012; Menon & Menon, 2012; Gray, 2010; Darby, 2010; Reich, 2010). By enhancing their public image and reputation through CSR, companies can gain

advantages like increased visibility, improved relationships with stakeholders and the government, and potentially higher long-term organizational performance (Veradajan & Menon, 2012; Bennet, 2010; Khanifar, 2012; Barney, 2010; Porter & Kremer, 2013; Levine & Toffel, 2009). Many scholars argue that CSR is used as a marketing and public relations tool by companies to portray a positive image and satisfy the demands of various stakeholder groups (Gray, 2010; Darby, 2010; Reich, 2010; Katsoulakos & Katsoulacos, 2012; Portney, 2012). Having a good corporate reputation can be seen as a "double-edged sword" though, as it also makes the company a target for activist scrutiny (Rhee & Haunschild, 2011). Nonetheless, the majority of research indicates that CSR does contribute positively to a company's image and reputation, which in turn can lead to benefits like attracting better employees, access to capital markets, and increased customer loyalty (Khanifar, 2012; Barney, 2010; Porter & Kremer, 2013; McKinsey, 2010). While CSR alone is not sufficient to create a positive image (Black, 2010), it is clear that it is an important component of corporate image management for many organizations today.

2.2.4 The Economic Dimension of CRS and Corporate Image

The economic dimension of CSR and its impact on corporate image is a well-researched area, with scholars highlighting the significant benefits and risks associated with this relationship. Barney (2010) and Porter and Kramer (2013) argue that firms use CSR initiatives to enhance their public image and gain economic advantages, such as increased customer loyalty, better employee recruitment, and improved access to capital markets. This suggests that the economic motivations behind CSR-driven image enhancement are substantial. On the other hand, Levine and Toffel (2009) contend that a poor social responsibility image can lead to investment funds selling off a company's shares, negatively influencing its financial performance, underscoring the economic risks of neglecting the CSR-image relationship. Katsoulakos and Katsoulacos (2012) and Portney

(2012) further observe that organizations are increasingly mainstreaming CSR into their operations, driven by the economic value of a positive corporate image. The economic dimension of CSR also highlights the responsibility of businesses to provide a return on investment to stakeholders, generate jobs, and produce goods and services for profit (Visser, 2008). Prior studies have found a positive impact of economic CSR determinants, such as fairness of price, quality of service or product, and operational efficiency, on customer satisfaction and corporate image (Akroush, 2012; Lu & Chau, 2012; Yuen & Chan, 2010). This underscores the economic imperative behind leveraging CSR to enhance corporate image and Gain a competitive advantage.

"Based on the evidence from Barney (2010) and Porter & Kramer (2013) regarding the economic advantages of CSR in building public image, this study posits that, there is a significant relationship between economic dimension of CSR and corporate image.

2.2.5 Legal Dimension of CRS and Corporate Image

Several scholars have examined the legal dimension of corporate social responsibility (CSR) and its impact on corporate image. Garriga and Melé (2004) argue that companies have a legal obligation to comply with laws and regulations, and that this legal compliance can contribute to a positive corporate image. Specifically, they suggest that firms that adhere to legal requirements and avoid illegal activities are more likely to be perceived as ethical and socially responsible by the public. Similarly, Matten and Moon (2008) emphasize the importance of the legal framework in shaping CSR practices. They contend that in some countries, CSR is primarily driven by legal requirements, and companies that go beyond these legal mandates are more likely to be viewed as socially responsible. This indicates that the legal dimension of CSR can have a significant influence on a company's public perception and image. Pivato, Misani, and Tencati (2008) expand on this idea, noting that a company's compliance with labor laws, environmental regulations, and

other legal standards can serve as a signal of its commitment to social responsibility. They suggest that this legal compliance can lead to improved stakeholder trust and a more favorable corporate image. Zadek (2004) has observed that companies that proactively engage in legal compliance and self-regulation are often perceived as more transparent and trustworthy, which can enhance their corporate image and reputation. This suggests that the legal dimension of CSR is a critical factor in shaping a company's public perception and overall image. "Following the arguments of Garriga and Melé (2004) that legal compliance serves as a signal of social responsibility and enhances stakeholder trust, it is hypothesized that, "There is a significant relationship between legal dimension of CSR and corporate image.

2.2.6 Ethical Dimension of CRS and Corporate Image

The ethical dimension of corporate social responsibility (CSR) has been described as the voluntary activities of firms that go beyond their legal responsibilities to promote and pursue social goals (Carroll & Shabana, 2010). These ethical responsibilities cover strategies for environmental sustainability, civil rights, and adhering to moral norms and values recognized in society (Carroll & Shabana, 2010). Scholars argue that while businesses obtain profits from the public, they have a responsibility to act in an ethical manner so that society can benefit from them (Tsoi, 2010). This ethical behavior can become a competitive advantage for the firm (Mahmood & Humphrey, 2013), enabling it to create a positive image in society and obtain greater profits (Bondy, Moon & Matten, 2012). The majority of studies have revealed that ethical firm practices enhance the retention and satisfaction of customers (Hassan, 2013). This suggests that the ethical dimension of CSR can have a significant impact on a company's public perception and corporate image, as firms that are perceived as acting in an ethical manner are more likely to be viewed favorably by stakeholders, including customers. "Since ethical firm practices have been shown to enhance customer

satisfaction and create a competitive advantage (Hassan, 2013; Mahmood & Humphrey, 2013), the following is proposed: “There is a significant relationship between ethical dimension of CSR and corporate image.

2.2.7 Philanthropic Dimension of CRS and corporate Image

The philanthropic dimension of corporate social responsibility (CSR) encapsulates the voluntary actions and programs undertaken by businesses in response to societal demands to be a good corporate citizen (Carroll & Shabana, 2010). These philanthropic activities involve the firm's engagement in programs that contribute to human welfare and community development (Carroll & Shabana, 2010). Research has shown that such philanthropic CSR activities can have a positive impact on customer demands, resulting in greater customer satisfaction (Hassan, 2013). Firms that engage in voluntary, philanthropic initiatives are often perceived as socially responsible by the community and are more likely to be preferred by the public (Wood, 2010). The literature suggests that a firm's charitable contributions and community development activities are positively related to customer satisfaction, which can ultimately lead to higher revenue growth and customer retention (Petrovits & Radhakrishnan, 2010). This indicates that the philanthropic dimension of CSR can be an effective way for companies to build a positive corporate image and reputation, as well as foster stronger relationships with their customers. In summary, the philanthropic aspect of CSR, which involves voluntary programs and contributions that benefit the community, has been shown to enhance customer satisfaction and perceptions of social responsibility. This, in turn, can translate into improved financial performance and a more favorable corporate image for the firm. “Given that philanthropic initiatives translate into improved perceptions of social responsibility and higher revenue growth (Wood, 2010; Petrovits & Radhakrishnan, 2010), this study leads to

the hypothesis that:" There is a significant relationship between philanthropic dimension of CSR and corporate image.

2. 8. Variables of the study

The variables of the study are shown and described as below in the conceptual framework. The independent variables include the dimensions of corporate social responsibility (CSR) based on Carroll's (1991) CSR Pyramid Model economic, legal, ethical, and philanthropic responsibilities. The dependent variable in the study is the company image of the Dashen Bank. The research aims to investigate the extent to which the CSR dimensions influence and shape the public perception and image of the company. By examining the relationship between the independent and dependent variables, the study will seek to provide insights into how the various aspects of CSR contribute to the formation and enhancement of the company's image and reputation.

2.9 Conceptual Framework

The conceptual framework for this research is developed by blending different theoretical perspectives on corporate social responsibility (CSR) to analyze its impact on the company image of the dashen bank. At the core of the conceptual framework is Carroll's (1991) CSR Pyramid Model, which serves as the primary approach to evaluating CSR dimensions. This model encompasses four key dimensions of CSR: economic, legal, ethical, and philanthropic responsibilities. The research will utilize this comprehensive framework to assess the various aspects of CSR undertaken by the dashen bank. In addition to Carroll's model, the conceptual framework also incorporates the stakeholder approach to CSR. The stakeholder approach emphasizes the importance of considering the interests and expectations of a company's diverse

stakeholders, including customers, employees, community members, and regulatory bodies, in shaping its CSR initiatives.

By adopting this comprehensive conceptual framework, the study seeks to provide a deeper understanding of the relationship between CSR dimensions and the company image in the banking industry, specifically in the context of the dashen bank. The integration of multiple theoretical perspectives will enable a holistic analysis of the factors that shape the company's CSR initiatives and their subsequent influence on its public image and reputation.

Independent Variable

Dependent Variable

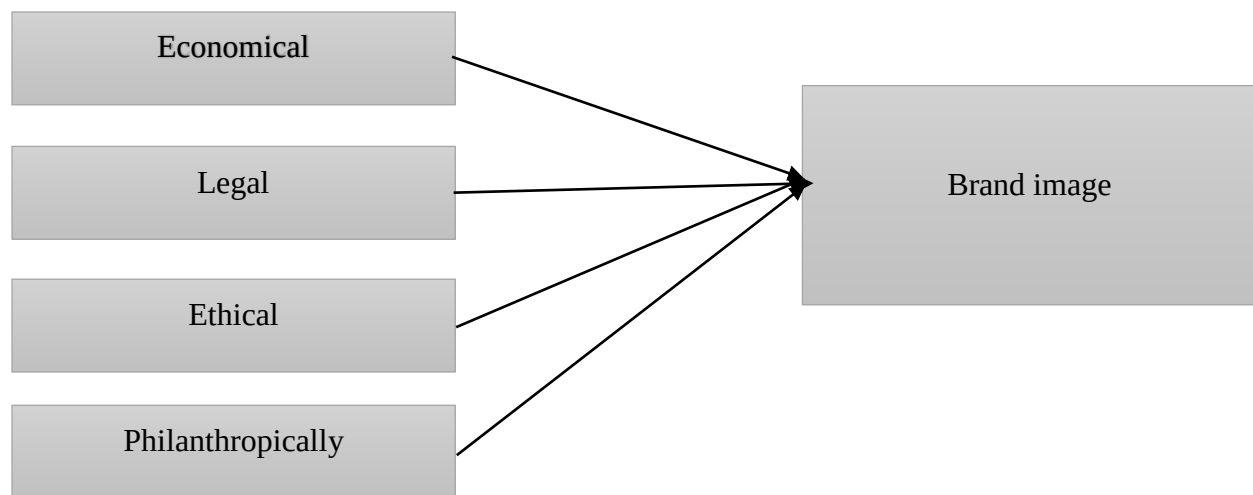


Figure: -Conceptual Framework of the Study adopted from Carroll CSR Model

(1991)

CHAPTER THREE

3. RESEARCH METHODOLOGY

The objective of this study is to examine The Role of Corporate Social Responsibility in Building Brand Image in Dashen Bank s.c (Head office). According to cooper & schindler (2004), a research design provides the framework to be used as a guide in collecting and analyzing data.

3.1. Research design

Research design gives the overall outline of the research and it provides a framework for the Collection and analysis of data and subsequently indicates which research methods are appropriate (William, 2006). It is important to choose a proper design in conducting research to collect relevant data and consequently, the researcher used a descriptive study that involved a mix of quantitative and qualitative research designs. According to Creswell (2003), the mixed design is less well known than either the quantitative or qualitative strategies or it involves collecting and analyzing both forms of data in a single study. He argued that all methods have limitations and hence researchers felt that biases inherent in any single method could neutralize or cancel the biases of other methods. Therefore, mixed design were triangulated data sources to get a reliable result. Triangulating data sources is a means for seeking convergence across qualitative and quantitative methods. The research strategy included both descriptive and explanatory parts, offering extensive descriptions of the CSR dimensions and company image, as well as establishing the best predictors using an explanatory and deductive approach (Saunders et al., 2009).

3.2. Research approach

According to chetty (2016) research approaches are plans and the procedures for research that span the steps from broad assumptions to detailed methods of data collection, analysis, and interpretation. The study was using a quantitative research approach to evaluate the causal relationship between corporate social responsibility (CSR) characteristics and the company image of Dashen bank in Addis Abeba (Ghauri and Kjell, 2005). Quantitative research approaches is found to be suitable for explaining the Effect, association or relationship between the transformational leadership and organizational performances. The study utilized a predominantly quantitative case study approach to explain how the dimensions of CSR affected the company image of dashen bank (Saunders et al., 2009). This approach was chosen to give statistical evidence of the effect and allow for the generalization of findings to a larger population. The data were gathered using structured questionnaires distributed to customers, employees, and members of the local community and the quantitative data was analyzed to determine the magnitude of the effect and the strength of the relationship between the CSR dimensions and company image.

3.3. Source of Data

The study used both primary data and Secondary Data. The primary data was obtained from respondents by conducting survey in the form of questionnaire and observation from the distinctive respondents. Primary data were collected using close-ended questionnaires. They are often designed for statistical analysis of the responses. They are easier to analyze since they are in an immediate form. the questionnaires had two sections; the first section deals with general information about the employee's demographic characteristics and the second section consists of questions intended to measure the variables of the study using five-point Likert scale where (1=strongly disagree, 2=disagree, 3=neutral, 4=agree and 5=strongly agree). The Researcher will

also use secondary sources. Secondary data were collected through review of published materials like journals, reports, websites and other documents.

3.4. Population and sample size

3.4.1. Target Population

The study populations is the staff of the Dashen bank s.c Head office at Addis Ababa. The total employees located in the Dashen bank at head office as of January 2025/2026 are 2838 obtained from human resource directorate.

3.4.2. Sampling technique

The sample size is the actual respondents representing the whole target population. In conducting this study, probability samplings was employed to select the study of respondents from different Departments. According to Hamed (2016) suggested that in probability sampling, simple random sampling technique was used when sampling were drowned that each and every unit of the sample unit has an equal and in dependent chance of being included in the sample. Therefore, the researcher was choosing this sampling strategy due to its ease of use or simplicity.

3.4.3. Sample Size

There were 2338 employees working at the Dashen Bank S.C. head office in Addis Ababa, who make up the study population. According to Hamed (2016), a sample size is a small group of respondents selected from a population about which a researcher is interested in gathering data in order to reach a conclusion. A straightforward formula was taken in determining sample sizes with a 95% confidence level and $P = 0.05$ is given below by Yamane (1967).

$$\text{Sample size } (n) = N / (1 + N * e^2)$$

Where, n = sample size

N = population size

e = level of precision, Thus,

$$n = 2300 / (1 + 2300 (0.05)^2) = n = 341.56 \approx 342$$

Hence, the sample size for this particular research study was calculated to be 342, which was large enough to represent the population.

3.5. Data collection instrument

The main data collection instrument was a structured questionnaire developed based on the specific objectives and variables of the study. The questionnaire was designed in a 5-point Likert scale format to measure respondents' level of agreement or disagreement on the effect of CSR on organizational image. It was divided into three sections. Section one focused on background information of respondents, section two contained questions on awareness and perception of CSR activities and section three dealt with questions on organizational image.

3.6. Data Analysis

Data analysis method entailed editing, coding and tabulation of data into manageable summaries (Arkkelin D., 2014). The data analysis approach employed in this study involved a thorough profiling of the respondents, including demographic information, response rates, and addressing any missing data. This provided a comprehensive understanding of the sample characteristics. Next, correlation and descriptive data analysis was performed, which included calculating descriptive statistics and checking the normality assumptions for multiple regression analysis. To further establish the reliability and validity of the variables, several methods were used. Finalized components were developed to represent the different dimensions of corporate social responsibility

(CSR) by testing for correlations and conducting an exploratory factor analysis to identify the relevant components. A principal component analysis with factor rotation was then use to determine the CSR components to be included in the regression analysis, with cross-loaded variables being removed.

Finally, to examine the effect of CSR on corporate image, a multiple regression analysis was conducted using the finalized CSR dimensions as independent variables and the corporate image component as the dependent variable. This allowed for the assessment of the percentage of variance in the dependent variable that could be explained by the independent variables. The analysis also employed both descriptive and inferential statistics, including frequency counts, percentages, and the chi-square test to examine the relationships between variables. Hypotheses were formulated and tested using a null and alternative hypothesis approach, applying appropriate statistical tests to determine whether to accept or reject the hypotheses. By following this comprehensive data analysis approach, the reliability, validity, and rigor of the findings had ensured, providing a robust foundation for understanding the impact of CSR dimensions on the company's brand image.

3.7. Model Specification

In order to specify the model for, considering the following variables and their relationships:

Dependent Variable:

Company Image: This variable represents the perception and reputation of Dashen bank among consumers and stakeholders. It can be measured using scales or indicators that assess factors such as brand reputation, consumer trust, and overall positive perception of the company.

Independent Variables:

Corporate Social Responsibility (CSR) Dimensions: This variable represents the different dimensions of CSR that Dashen bank engages in. These dimensions can include the economical, ethical, legal, and philanthropic aspects of CSR.

Based on these variables, the following model was estimated:

Company Image = $\beta_0 + \beta_1$ (Economical CSR) + β_2 (Ethical CSR) + β_3 (Legal CSR) + β_4 (Philanthropic CSR) + ϵ , ϵ represents the error term, capturing the unobserved factors that may influence the company image but are not included in the model.

By estimating the coefficients (β) through statistical analysis, can assess the magnitude and Significance of the impact of each CSR dimension on the company image of Dashen bank.

3.8 Data Quality Assurance

3.8.1 Reliability

To enhance the reliability of the survey, the researchers was employed a five-point Likert scale for the questionnaires. The use of a five-scale system, rather than a two-scale system, is associated with higher reliability (Hayes, 2012). This is because the reliability of the scale decreases when the number of response options exceeds five. Additionally, the researchers was used a Cronbach's alpha to assess the internal consistency of the constructs. By employing a five- point Likert scale and Cronbach's alpha analysis, the researchers aims to enhance the overall reliability of the survey instrument and the validity of the research findings.

3.8.2 Pilot Test and Expert Feed Back

Before actual data collection, the questionnaire was pre-tested through a pilot study on some respondents who didn't a part of the actual sample to check for consistency, clarity of instructions and identify potential problems. Based on feedback, necessary modifications will made to the questionnaire. Expert reviews was also conducted, and feedback incorporated

CHAPTER FOUR

4. DATA ANALYSIS AND INTERPRETATION

4.1. Demographic Information

Demography		Frequency	Percentage
Gender	Male	205	64%
	Female	117	36%
	Total	342	100
Age	18-24 years	4	1
	25-34 years	132	41
	35-44 years	114	35
	45-54	60	19
	Above 50 years	12	4
	Total	342	100
	high school	None	None
Level Of Education	Diploma	2	0.6
	Degree	270	84
	Masters	50	16
	PhD	None	None
	Total	342	100
length of service	45 days-1 YEARS	8	2
	2-10 YEARS	200	62
	11-15 YEARS	85	26
	16-20 YEARS	18	6
	Greater than 20 years	11	3
	Total	312	100
Position At The Bank	CEO	None	None
	Director	4	1
	Senior Manager	6	2
	Manager	12	4
	Head/Team Leader	22	7
	Senior Officer	119	37
	Junior Officer	48	15
	Officer	66	20
	Recruit Professional	45	14
	Total	322	100

Table 4.1.demographic information

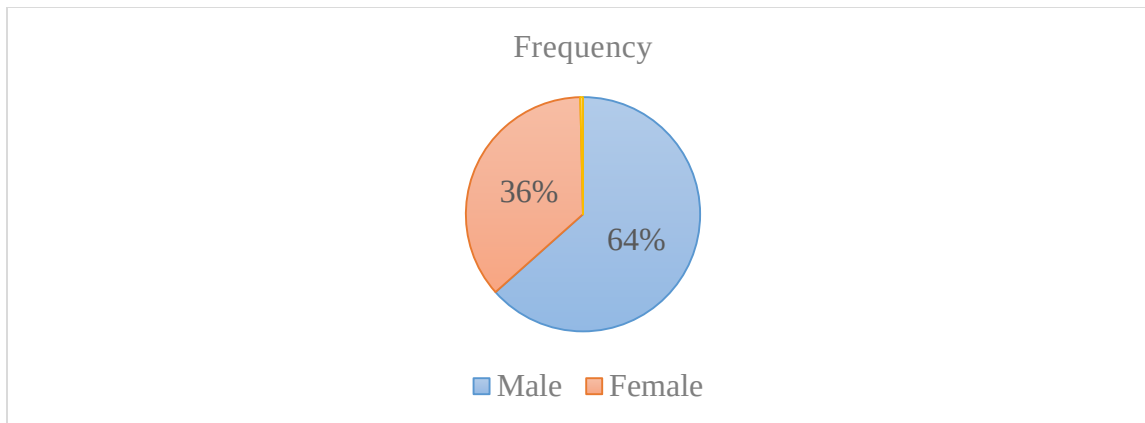


Figure.4.1. Gender of Respondents

4.1.1. Gender of Respondents

From Table 4.1 and Figure 4.1 above, 64 % of the respondents were male and 36 % of the respondents were female. According to Eagly (2013), gender distribution is greatly affected by the type of leadership an organization has. In this research, the male gender is more or less affected by the leadership.as a result this inferred to as female participation was lower as compared to male employees.

4.1.2. Age of Respondents

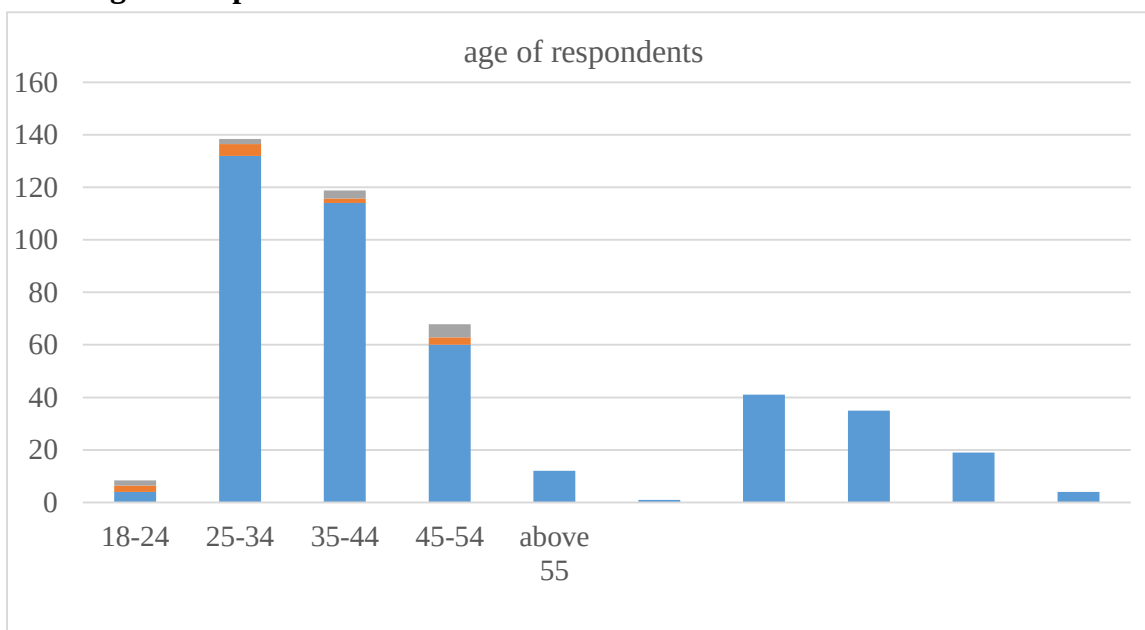


Figure.4.2 age of respondents

From Table 4.1 and Figure 4.2 above, the majority 41% of respondents were of the age 25 to 34 yrs, 35% were of the ages 35 to 44 yrs, 19% of the respondents were 45-54 years and 4% were above 50 years and only 1% were below 24 yrs. We can therefore conclude that the organization has experienced personnel hence their abilities to deliver to the organizational goals is quite high.

4.1.3. Education status

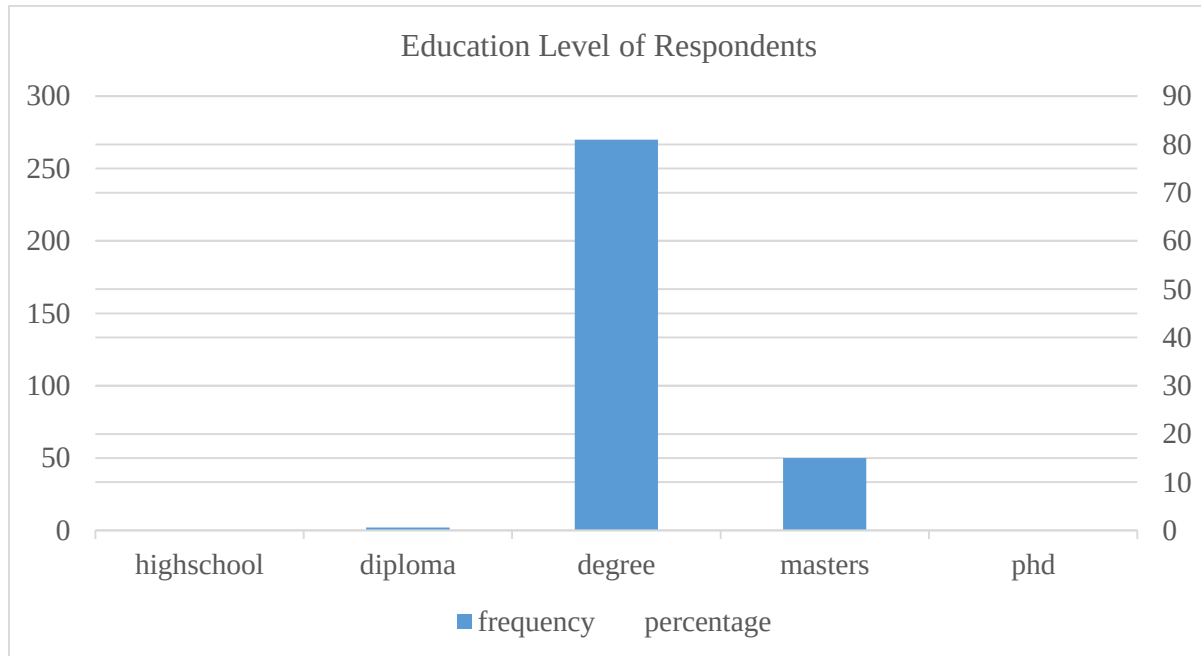


Figure 4.3: Highest Education Level of Respondents

In establishing the education level of the researcher, Table 4.1 and Figure 4.3 above shows that 84 % majority of the respondents were degree holders, 16% were MSc holders, 0.6 % were Diploma holders and there were no PhD holders. One can deduce that from the findings the company has well educated employees whom can understand corporate social responsibility. These results are consistent with Armstrong (2001) who posits that an organization requires highly skilled personnel to cope up with the ever changing business environment.

4.1.4. Duration of Service

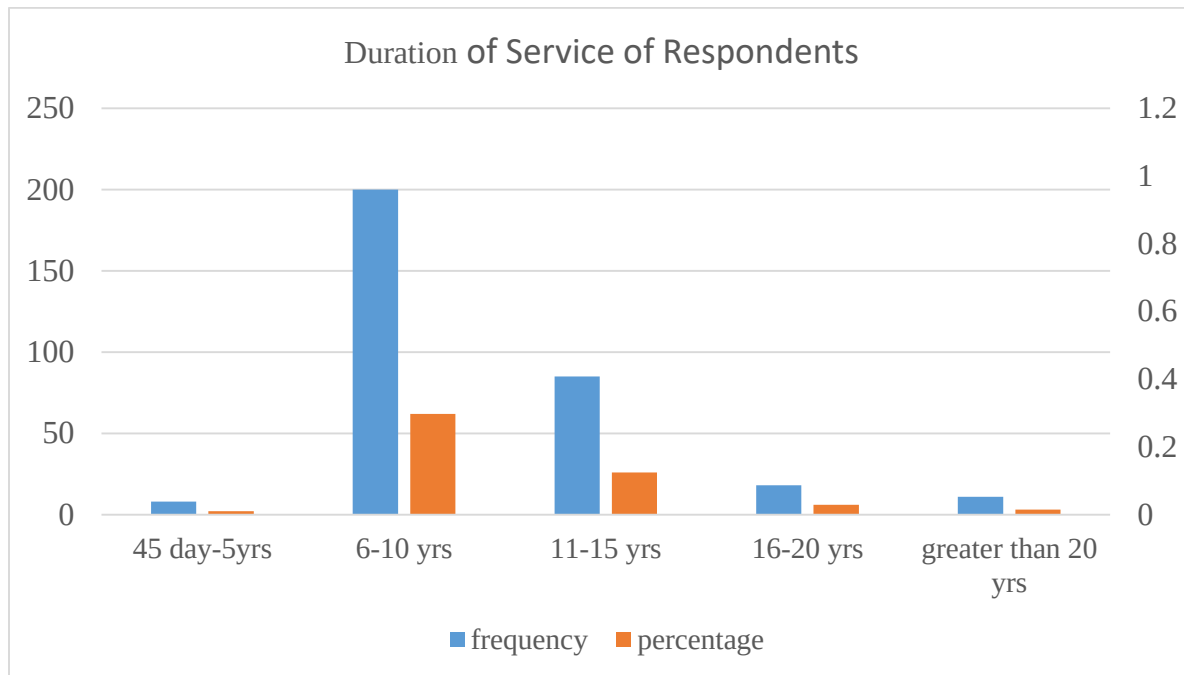


Figure 4.4: Duration of Service of Respondents

From Table 4.1 and Figure 4.4 above, the majority of the respondents 62% had worked for 2-10 years in the organization, 26 % had worked for 11 – 15 years in the organization, 6% of respondents had worked for 15-20 years, 3% had worked for greater than 20 years. Less than a year and only 2% had worked for 15 years and above in the company. We can deduce from the findings that organization has a good retention policy for its employees. He results concur with Main (2008) who pin points that recruiting new employees is a costly, time consuming and tedious endeavor for any company. Therefore, he advocates that organization should develop well managed retention strategies so as to ensure their valued staffs are happy at respective work stations.

4.1.5. Job positions in the company

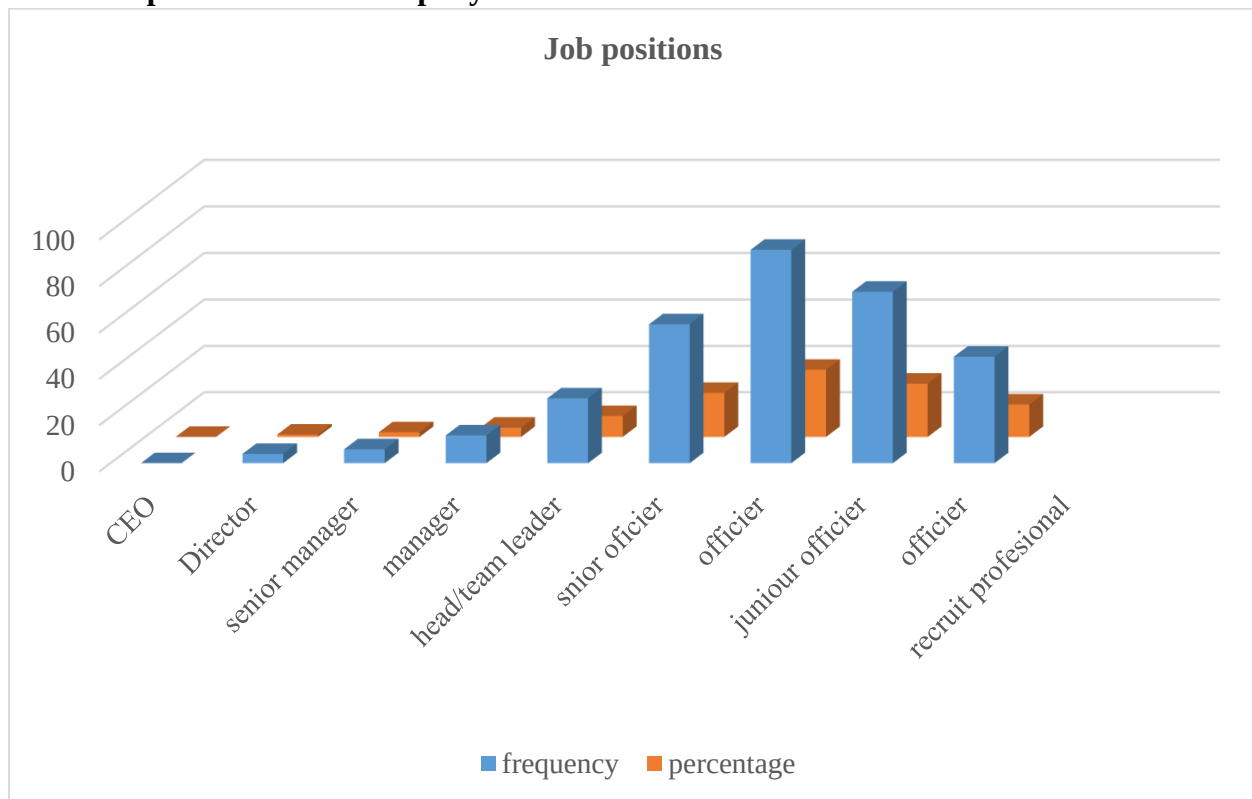


Figure 4.5 Various Positions Held by Respondents at the bank

The research went ahead to establish the positions of various respondents groups. From Table 4.1 and Figure 4.5 above, 37% of the respondents and majority were senior officer employees, 20% were officers, 15% were junior officer and 14% were recruit professionals while, 7 % and 4% were manager and head/team leader respectively. 2% of the respondent were managers and only 1% were directors. From this finding, we can conclude that there is a clear vertical and horizontal chain of commands within the organization. Therefore, we conclude that, the company has most senior employees so as easily understand corporate social responsibility.

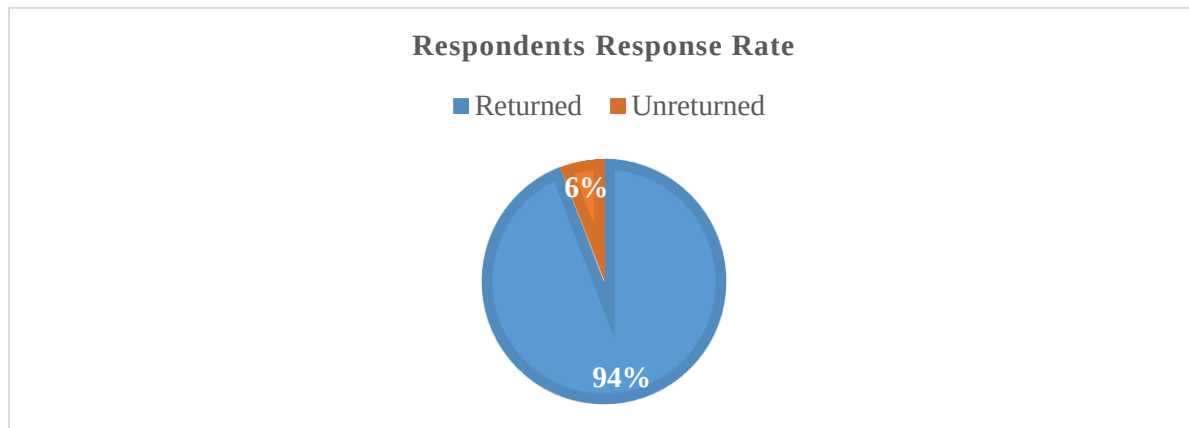
4.2. Response rate

Table 4.2. Response rate

Category	Frequency	%age
Returned	322	94%
Unreturned	20	6%
Total	342	100

(Source,questionner)

Figure 4.6.response rate



From Table 4.2 and Figure 4.6 above, a total of 342 questionnaires were submitted and 322 were filled and returned which translates to 94% and only 6 % were not returned. A response rate of 50% is ok for reporting and analysis (Kothari, 2004) and (Mugenda & Mugenda, 2003) and for this research, response rate of 94 % is way over the limit and excellent. The researcher presents the findings of the research study by both quantitative and qualitative techniques .Each research objective was subjected to analysis and each finding interpreted using tables and graphs.

4.3. Descriptive Statistics

This was represented by distributions tables, averages and standard deviations. This section deals with the descriptive analysis of the data collected through the questionnaires during the research process. For this purpose, „Five Point Likert Scale“ questions were asked to the respondents which scaled from 1 (strongly agree), 2 (agree), 3 (neutral), 4 (Disagree) and 5 (strongly disagree) for all variables in survey research. Number of respondents (N) in each question item was 322. Questions related to each aspect and their descriptive statistic are shown below which shows the agreement level of the respondents.

4.3.1. Corporate Social Responsibility engagement/Practice of the bank

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
The bank Develops financial literacy and awareness, financial education programs	322	1	3	1.53	.512
The bank practices Responsible, prudent lending, risk management	322	1	4	1.58	.553
There is a system of Fair and transparent financial services, handling complaints in your bank	322	1	5	1.70	.737
Your bank Strive Helping disadvantaged clients to use banking services, products for clients with special needs	322	1	4	1.65	.563
your bank practice ethical treatment of stakeholders	322	2	7	3.08	.749
your bank Providing financial support to social enterprises	322	1	5	1.56	.550
Your bank Combating money laundering, corruption, and terrorism	322	1	2	1.52	.500
Valid N (list wise)	322				

Table 4.3. Corporate Social Responsibility engagement/Practice of the bank

From the above table we can observe that from seven questions expressing Corporate Social Responsibility, uses graphic concepts to describe & Has a clear image of the future and Sets example by having consistently with vision. To evaluate the extent of Corporate Social Responsibility (CSR) engagement and practice within the bank, descriptive statistics including minimum, maximum, mean, and standard deviation scores were computed for seven distinct operational metrics. The sample size for this analysis consists of N 322 valid respondents. The empirical results are detailed in the descriptive statistics table Above. Therefore, we deduce that, the metric assessing whether "your bank practice ethical treatment of stakeholders “yielded the highest level of agreement among respondents, with a mean score of 3.08 (Sd= 0.749. Notably, this variable also displayed a wider dispersion in responses, ranging from a minimum score of 2 to a maximum score of 7. Conversely, regarding to questioner that The Bank Develops financial literacy and awareness, financial education programs registered the lowest mean score at 1.53 (Sd = 0.512), closely followed by the bank's efforts in Combating money laundering, corruption, and terrorism “with a mean of 1.52 (Sd =0.500). meanwhile, Mid-tier scores were observed for systems establishing Fair and transparent financial services, handling complaints Mean 1.70, (Sd 0.737) and efforts directed at Striving to help disadvantaged clients to use banking services Mean 1.65 (Sd =0. 563) we can conclude that, there is a noticeable disparity between internal ethical perceptions and specific outward-facing operational CSR initiatives. The relatively higher mean score for the ethical treatment of stakeholders Mean 3.08 indicates that respondents perceive the bank as maintaining a foundational baseline of core moral obligations toward its immediate network. However, the remaining six operational items consistently fell below a mean score of 2.00. This pattern suggests that while general stakeholder ethics are recognized, the practical execution of targeted CSR programs such as structured financial education campaigns Mean 1.53 and active support for social enterprises Mean 1.56 remains in an introductory or less pronounced developmental stage within the institution. From a strategic perspective, the low mean scores across localized community engagement metrics (e.g., helping disadvantaged clients at Mean 1.65 and financial literacy at Mean 1.53 carry significant implications for the bank's broader corporate image and brand reputation. In competitive service sectors like banking, external CSR initiatives serve as vital instruments for building public goodwill and differentiating the brand. The narrow standard deviations across these variables (ranging from 0.500 to 0.563 demonstrate a strong consensus among the 322 respondents that these proactive societal contributions are minimal. To

convert internal ethical principles, mean 3.08 into a powerful external reputation asset, the bank must transition from passive compliance to active public-facing social responsibility, thereby alignment corporate values with visible community impacts."

4.3.2. Philanthropic Dimension of CRS and corporate Image

This is one of the parameters for **corporate Image** in which the company involves voluntary contributions, charitable giving and community support. From the questionnaire, those that are used to measure **Philanthropic aspects** are analyzed as follows.

Table 4.7: summary of response for questions used to measure Philanthropic Dimension of CRS

Descriptive Statistics						
	N	Minimum	Maximum	Mean		Std. Deviation
	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic
The bank is Supporting disadvantaged social groups and people	322	1	5	1.65	.040	.714
Managers and employees in your bank participate voluntarily in charitable activities in the local community	322	1	3	1.54	.029	.512
your bank participates in the activities of public or private educational institutions	322	1	4	1.53	.031	.564
your bank participates voluntarily in projects improving the quality of community life	322	1	3	1.56	.028	.503
you as an employee encouraged to participate in local community activities (e.g. providing employee time and expertise, or other practical help	322	1	5	1.71	.043	.769

Your bank supports the Protection of national heritage, art & culture, Promotion & development of traditional arts and handicrafts	322	1	5	1.97	.057	1.018
Valid N (list wise)	322					

Source :(questioner 2026)

N= Valid Response, Min= minimum and Max= Maximum

From the above table, the highest mean score within this dimension was observed for the statement Your bank supports the Protection of national heritage, art & culture, Promotion & development of traditional arts and handicrafts with a mean score of 1.97 (Sd = 1.018). This variable also exhibited the highest variance in responses, with a standard deviation exceeding 1.0. Employee Level Engagement on The metric evaluating internal encouragement, where they were asked like, you as an employee encouraged to participate in local community activities, followed with the second-highest mean score of 1.71 (Sd = 0.769).as far as concerned, the lowest level of agreement was recorded for "your bank participates in the activities of public or private educational institutions", yielding a mean score of 1.53 (Sd = 0.564).finally Mid-to-low tier mean scores were clustered tightly around corporate volunteerism and community support, including "Supporting disadvantaged social groups and people" of Mean 1.65, Sd = 0.714.in regarding to "your bank participates voluntarily in projects improving the quality of community life “Mean 1.56, Sd 0.503., and voluntary staff participation in local charitable activities Mean 1.54 and Sd 0.512.we conclude from this that, the result reveal an overall low level of perceived engagement across all measured dimensions of philanthropic CSR. Every single item under review generated a mean score below the 2.00 threshold on the evaluation scale. The maximum recorded mean was for corporate investment in national heritage, arts, and culture Mean 1.97. While this suggests that the bank gives slightly more relative priority to macro-level cultural preservation, the low mean scores across localized community welfare metrics such as educational partnership Mean 1.53 and voluntary community quality improvement Mean 1.56 demonstrate that the institution's philanthropic presence is not strongly felt by stakeholders at the grassroots level. This concentration of low averages indicates that philanthropic CSR is treated as an intermittent or secondary practice rather than a deeply embedded corporate strategy.

4.3.3. Ethical (Corporate Values & Sustainability)

Table 4.8: summary of response for questions used to measure Ethical (Corporate Values & Sustainability)

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
Your bank involve in Supporting sports	322	1	3	1.53	.512
Your bank Finance environmental protection investments	322	1	5	1.55	.601
Valid N (list wise)	322				

From the above table, one aspects of the deduction were related to Environmental Initiatives, when respondents were asked like, "Your bank Finance environmental protection investments" recorded a mean score of 1.55 Sd = 0.601. Respondents' choices spanned across the full default spectrum, registering a minimum score of 1 and a maximum score of 5. the second aspect was Socio-Cultural Support, that was the question that "Your bank involve in Supporting sports" generated a slightly lower mean score of 1.53 (Sd = 0.512). For this item, the responses were more clustered, ranging from a minimum score of 1 to a maximum score of 3. From this result we conclude that, from an institutional positioning perspective, a modern bank's image and reputation are no longer built solely on financial performance, but on how effectively it addresses environmental and social pillars. The low agreement on environmental finance Mean 1.55 suggests a significant gap in the bank's green corporate image, an area that is becoming increasingly critical for competitive differentiation in the financial sector. Furthermore, neglecting active visible engagements like sports sponsorship impacts the internal dimension of corporate reputation, as employees often draw a sense of organizational pride and enhanced workplace well-being from seeing their institution champion popular social and environmental causes. Moving forward, transitioning from passive operations to a structured model of financing sustainable, eco-friendly initiatives and

robust community programs would significantly elevate the bank's brand equity, projecting an authentic corporate image of a progressive, responsible financial institution.

4.3.4. Legal responsibilities

Table 4.8: summary of response for questions used to measure Legal responsibilities

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
Your bank Perform in a manner consistent with expectations of government and law	322	1	3	1.57	.508
Your bank work Complying with various federal, state, and local regulations	322	1	2	1.57	.497
our bank Fulfill its legal obligations to societal stakeholders	322	1	2	1.55	.498
Valid N (listwise)	322				

Source: Questionnaire

From the above table, we made three metric evaluators, the one is Government and Legal Expectations: that the respondent was asked like “Your bank Perform in a manner consistent with expectations of government and law “yielded a mean score of 1.57 (Sd = 0.508). Responses for this item ranged from a minimum score of 1 to a maximum score of 3. The second is Regulatory Compliance: Similarly, the item assessing whether "Your bank work Complying with various federal, state, and local regulations" registered an identical mean score of 1.57 (Sd = 0.497). However, responses were tightly compressed, ranging only between a minimum of 1 and a maximum of 2. lastly, the third is Societal Legal Obligations: The lowest mean score within this specific sub-dimension was recorded for the statement "our bank Fulfill its legal obligations to societal stakeholders"**, which generated a mean of 1.55 (Sd = 0.498) and also carried a narrow response range from a minimum of 1 to a maximum of 2. even though, from a strategic governance standpoint, a financial institution's corporate image and reputation are inextricably linked to its

perceived integrity and legal compliance. In a highly regulated banking sector, low agreement on regulatory and legal compliance metrics (Mean = 1.57) can pose subtle long-term risks to brand trust. If internal stakeholders do not strongly perceive active legal and regulatory diligence, it can erode the 'inside-out' credibility necessary for building an authentic corporate brand. Furthermore, a transparent and robust compliance environment directly anchors employee well-being by reducing operational ambiguity and fostering institutional pride. To reinforce its public reputation and bolster internal organizational alignment, the bank must proactively communicate its adherence to national and international regulatory standards, transforming mandatory legal compliance into a visible pillar of corporate trust and stakeholder assurance.

4.3.5. social dimension of CSR (Employees wellbeing and social Responsibilities)

Employee wellbeing and social responsibilities serve as a foundational driver of corporate image and reputation as modern consumers and stockholders increasingly judge an institution by both its internal workforce ethics and its external societal contributions. Questions on **Employees wellbeing and social Responsibilities** were distributed to dashen bank staffs. Based on the response the result is summarized on the following table 4.6. Over all responses indicate a mean reading from a minimum of 2.75 to a maximum of 3.25.

Table 4.9: summary of response for questions used to measure Employees wellbeing and social Responsibilities

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
Your bank encourage you (employees) to develop real skills and long-term careers (e.g. via a performance appraisal process, a training plan)	322	1	4	1.61	.537
There a process in your bank to ensure adequate steps are taken against all forms of discrimination, both in the workplace and at the time of recruitment (e.g. against women, ethnic groups, disabled people, etc.)	322	1	5	1.67	.638
your bank have suitable arrangements for health, safety, and welfare that provide sufficient protection for you (employees)	322	1	5	1.57	.578
Valid N (listwise)	322				

4.5 Correlation

The following table 4.14 shows the correlation matrix between the transformational leadership variables/independent variable/ and organizational performance/ dependent variable.

Table 4.11: summary of correlation between dependent and independent variables

Correlations						
		Philanthropic	economic	legal	social	CSR activities
Philanthropic	Pearson Correlation	1	.445**	.103	.064	.295**
	Sig. (2-tailed)		.000	.066	.253	.000
	N	322	322	322	322	322
economic	Pearson Correlation	.445**	1	.047	-.071	.579**
	Sig. (2-tailed)	.000		.404	.206	.000
	N	322	322	322	322	322
legal	Pearson Correlation	.103	.047	1	.127*	.057
	Sig. (2-tailed)	.066	.404		.022	.307
	N	322	322	322	322	322
social	Pearson Correlation	.064	-.071	.127*	1	.073
	Sig. (2-tailed)	.253	.206	.022		.189
	N	322	322	322	322	322
CSR activities	Pearson Correlation	.295**	.579**	.057	.073	1
	Sig. (2-tailed)	.000	.000	.307	.189	
	N	322	322	322	322	322
**. Correlation is significant at the 0.01 level (2-tailed).						
*. Correlation is significant at the 0.05 level (2-tailed).						

From the table, Strongest Relationship: The Economic dimension has the strongest positive relationship with overall CSR activities, with a moderate-to-strong correlation coefficient of $r = .579$ which is statistically highly significant ($p < .001$). Secondary Significant Driver: The Philanthropic dimension also shows a statistically significant, positive relationship with overall CSR activities ($r = .295$, $p < .001$).as well Non-Significant Dimensions: Both the Legal dimension

($r = .057$, $p = .307$) and the Social dimension ($r = .073$, $p = .189$) display extremely weak, positive correlations with overall CSR activities that fail to reach statistical significance.

Inter-variable Relationship: Notably, there is a distinct, statistically significant positive relationship between the Philanthropic and Economic dimensions ($r = .445$, $p < .001$), indicating that as economic capabilities or focus increase, philanthropic engagements tend to rise concurrently Pearson's correlation describes the strength of how the dependent and independent variables are related. According to Evans 1996, the value of correlation ranges from -1 to +1 having the following meaning.

- 0.00 to 0.19 very weak
- 0.20 to 0.39 weak
- 0.40 to 0.59 moderate
- 0.60 to 0.79 strong
- 0.80 to 1.0 very strong

From correlation matrix, we can observe that there is a correlation among the independent variables and dependent variable.

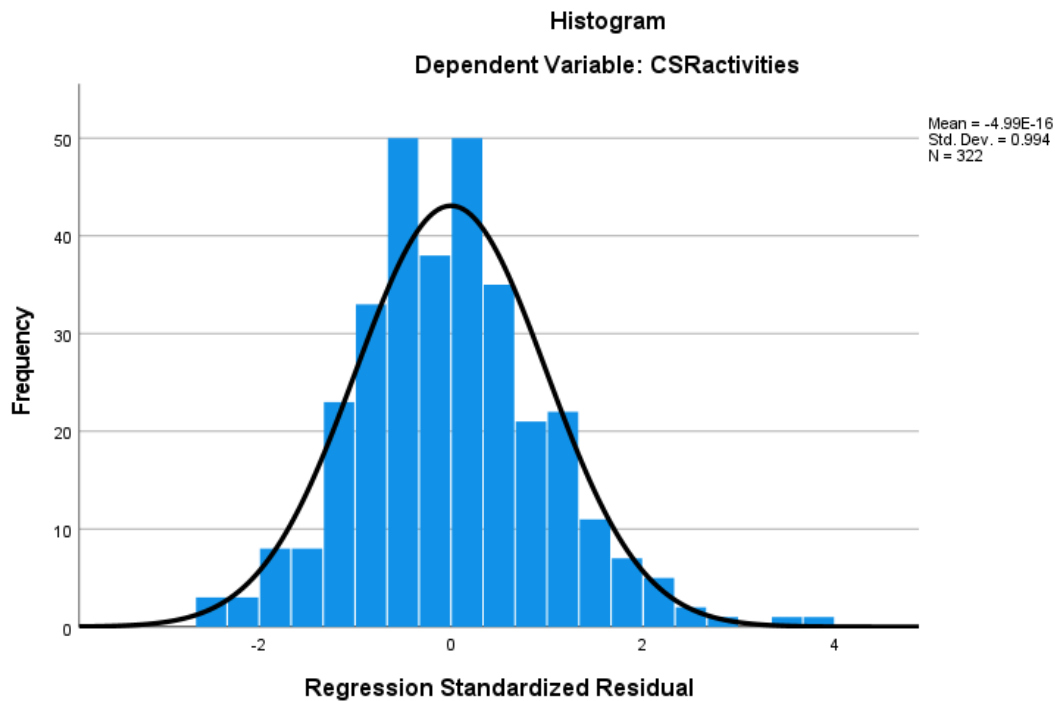
Based the data obtained economic /0.579/, philanthropic /0.295/, have a very strong correlation with companies CSR Activities Hence the result shows that companies CSR Activities has a positive relationship impact on organizational corporate image

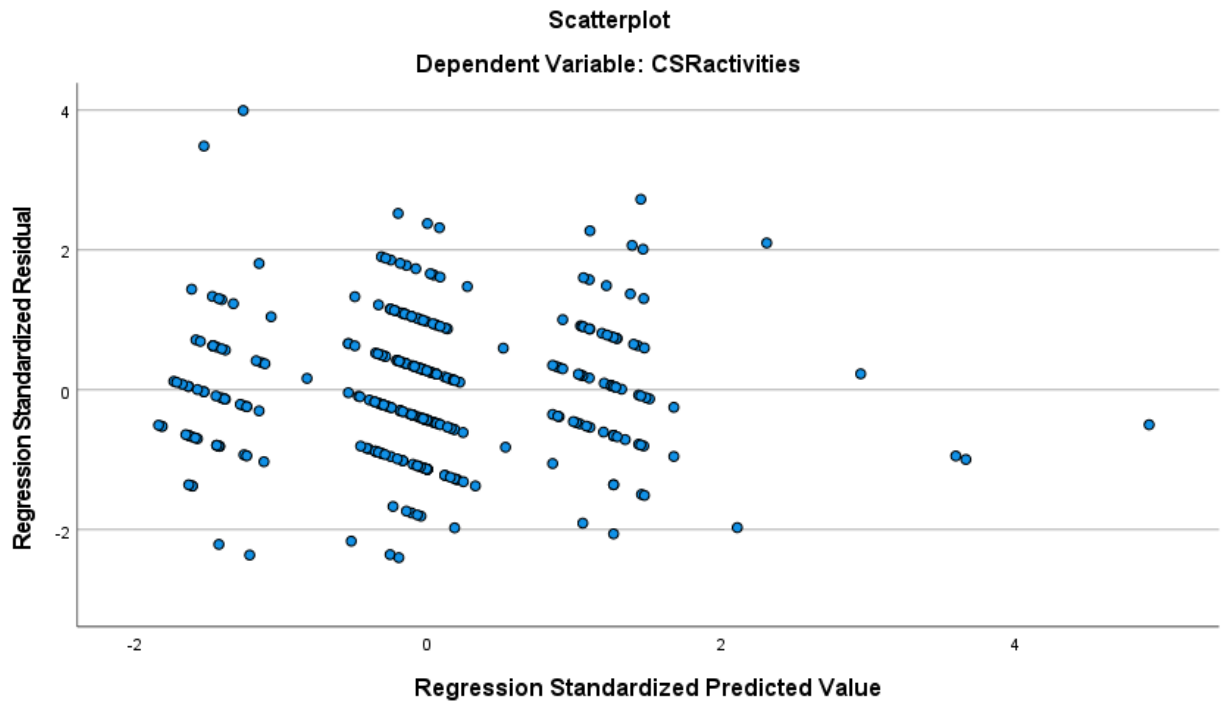
The correlation matrix provided in Table 4.11 reveals critical insights into which dimensions actively drive the overall perception of CSR activities within the bank. The empirical results demonstrate that the Economic dimension stands out as the most powerful determinant ($r = .579$, $p < .001$). This suggests that stakeholders primarily identify and link the bank's core financial stability, market strength, and economic viability directly to its broader social responsibility success. Following the economic pillar, the Philanthropic dimension displays a statistically significant positive relationship with overall CSR activities ($r = .295$, $p < .001$). This confirms that structured community donations, cultural preservation projects, and employee charity programs play a meaningful, secondary role in establishing the organization's overarching corporate social responsibility profile."

4.6 Regression

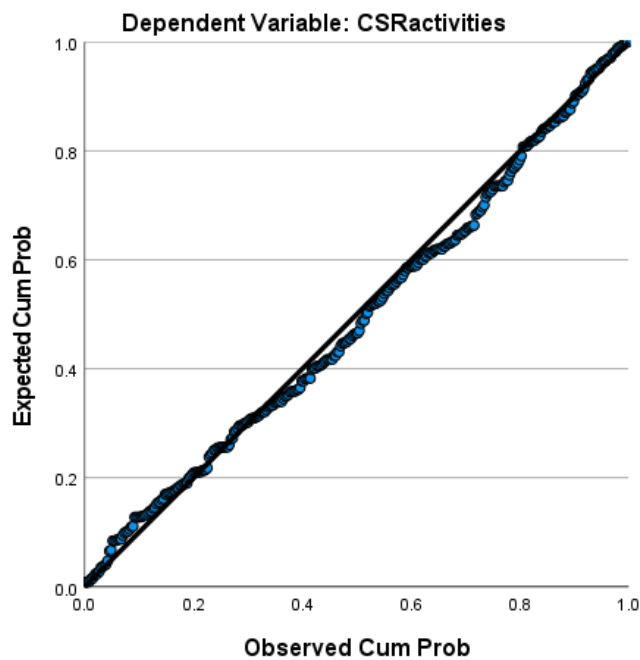
Table, 1: Model Summary

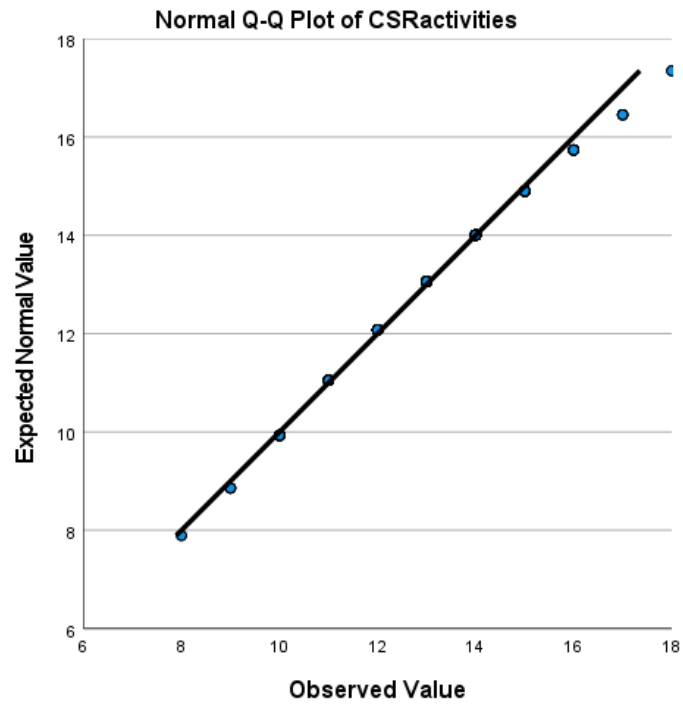
Model Summary ^b					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.591 ^a	.349	.341	1.42233	1.652
a. Predictors: (Constant), social, Philanthropic, legal, economic					
b. Dependent Variable: CSR activities					





Normal P-P Plot of Regression Standardized Residual





CHAPTER FIVE

5. SUMMARY, CONCLUSION AND RECOMMENDATION

5.1 INTRODUCTION

In this chapter summary, conclusion, recommendation and areas of further research are outlined.

5.2 SUMMARY

This quantitative study investigated the impact of Corporate Social Responsibility (CSR) dimensions on overall CSR activities within the banking sector, utilizing a robust sample of $N = 322$ internal stakeholders. Grounded in Carroll's CSR framework, the research evaluated how four core components Economic, Social (Workplace/Well-being), Philanthropic, and Legal dimensions individually and collectively shape the bank's operationalized CSR activities. Data collection was executed via a structured, Likert-scale questionnaire administered to banking personnel. To ensure the statistical integrity of the multivariate regression framework, a comprehensive suite of Classical Linear Regression Model (CLRM) diagnostics was performed: The regression model achieved an $R = .591$ and $R^2 = .349$, confirming that the four CSR dimensions explain 34.9% of the variance in overall CSR activities. A Durbin-Watson score of 1.652 verified the complete absence of serial autocorrelation. The maximum Condition Index reached 20.281, safely below the threshold of 30, confirming that the predictor variables are distinct and structurally unique. Standardized residual histograms, normal P-P plots, and residual scatterplots collectively validated that the error terms are normally distributed (Mean = -4.99, SD = 0.994 and maintain constant variance across all prediction intervals). Across nearly all sub-dimensions, descriptive statistics revealed uniform stakeholder perceptions that current CSR initiatives are minimal. Mean scores hovered consistently low, such as workplace health and safety (Mean = 1.57), environmental protection financing (Mean = 1.55), and legal stakeholder fulfillment (Mean = 1.55). Pearson correlations ($r = .579$, $p < .001$) and linear regression weights (beta = .572, $t = 11.236$, $p < .001$) proved that the Economic pillar is the primary driver of CSR evaluations. Stakeholders highly associate the bank's financial viability, prudent risk management ($M=1.58$), and fair financial delivery ($M=1.70$) with its systemic social responsibility footprint. The Social dimension focused on employee well-being, equal career development ($M=1.61$), and anti-discrimination ($M=1.67$) emerged as the secondary statistically significant predictor in the

regression model ($\beta = .110$, $t = 2.392$, $p < .05$). Interestingly, despite showing an independent positive correlation, Philanthropic CSR ($\beta = .032$, $p > .05$) and Legal CSR ($\beta = .013$, $p > .05$) failed to reach significance in the simultaneous multiple regression model, proving they are completely overshadowed by economic and employee-centric factors when evaluated collectively.

5.2. RECOMMENDATIONS

The regression model definitively underscores that the internal social dimension acts as a significant catalyst for overall CSR outcomes ($\beta = .110$, $p < .05$). However, the descriptive mean for worker health, safety, and welfare arrangements rests at a critically low baseline of 1.57. To rectify this vulnerability and enhance corporate image from the inside out, the bank must transition from basic administrative functions to progressive welfare ecosystems: Comprehensive Mental & Physical Health Frameworks: Establish institutional health and wellness programs, including confidential mental health counseling channels, ergonomic workplace transformations, and medical insurance structures that explicitly cover high-stress banking anomalies. Empowering the Workforce via Career Capital: Address the low perception regarding career progression (Mean = 1.61) by constructing transparent, merit-driven career pathways. Implement regular, objective performance appraisal systems linked directly to funded continuous learning programs, international professional certifications (e.g., ACCA, CFA, or Risk Management credentials), and localized leadership training.

While the anti-discrimination variable scored the highest within the internal domain (Mean = 1.67), it remains weak in absolute terms. The bank must build a bulletproof corporate reputation by strictly auditing its recruitment and operational lifecycle: Blind Recruitment and Objective Screening Metrics: Integrate standardized, gender-blind and ethnicity-neutral resume parsing software for all entry-level and managerial openings to optimize equal opportunity. Formalized Grievance Frameworks: Formulate an independent, third-party audited whistleblowing mechanism where employees can report discrimination, harassment, or micro-aggressions without fear of professional retaliation.

5.3. RESEARCH CONCLUSIONS

This study provides strong empirical evidence regarding how CSR dimensions operate within the competitive financial landscape. The multi-layered statistical analysis confirms that the bank's corporate image is not a product of randomized charitable acts or basic legal adherence. Instead, it is systematically driven by a robust, linear combination of Economic Strength and Internal Social Equity. Together with the other variables, these predictors account for a substantial 34.9% of the overarching variance in stakeholder CSR evaluations. The exceptional model diagnostics highlighted by clean Durbin-Watson data (1.652), low multi collinearity (Condition Index < 30), and normally aligned probability distribution plots verify that these findings represent reliable, generalizable operational realities rather than sample anomalies.

Economic Centrality Over Philanthropic Periphery: In the banking sector, stakeholder judgment of corporate social responsibility is heavily filtered through economic execution. While philanthropy shows a mild standalone correlation ($r = .295$), its significance vanishes when evaluated in the presence of core commercial variables. Stakeholders interpret CSR as an institution's fundamental approach to financial services, risk management, and economic sustainability, rather than separate, post-profit cash donations.

The 'Inside-Out' Reputation Paradigm: The secondary significance of the internal social dimension ($\beta = .110$, $p < .05$) confirms that building an authentic external corporate brand depends heavily on internal workforce well-being. When internal banking personnel experience weak career backing, inadequate health frameworks, or low institutional transparency, they are less equipped to champion the bank's values. This erodes the foundation required to support a resilient public reputation.

The Threshold Nature of Legal Obligations: Legal responsibility operates strictly as an invisible baseline expectation (Mean = 1.57, $\beta = .013$, $p = .774$). Because banking environments are highly regulated by default, standard compliance with state, local, and anti-money laundering regulations is viewed by stakeholders as a non-optional requirement of daily operations. Consequently, it does not add differentiating value to the bank's active corporate social responsibility profile.

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APPENDIX 2

1. Questionnaire

General introduction

Dear respondent,

My name is Yeshiwas Debalikie I am a postgraduate student at addis ababa University School of Graduate Studies College of Business and economics department of MBA (Management). Currently, I am conducting my thesis entitled “Assessment of Corporate Social Responsibility Practices in Dashen Bank.” in partial fulfillment of the requirement for the degree of Master of Business Administration. (MBA) My study aims to assess Dashen bank’s engagement in fulfilling its Corporate Social Responsibilities. I believe that my study will contribute to and assist the knowledge gap in the area. You are part of a selected sample of respondents whose views on the research topic are important and therefore I am respectfully requesting that you complete the questionnaire. The questionnaire should not take more than ten minutes to complete. Remember: This is solely for academic purposes and your response will be kept strictly confidential and anonymous. Thank you for your time, co-operation, and contribution to my study. I shall be pleased to send you a copy of the findings of the study.

Yours faithfully,

Yeshiwas D.

Cell phone: +251-9-29450228

Email address: yeshewas86@gmail.com

1. Part one:

Socio-Demographic profile of respondents:

✓ Please put this right mark in the appropriate boxes

Number Questions Options Put your mark here

Number	Questions	Options	Put your mark here
1. Sex:		Male	
		Female	
2.age		18-24	
		25-34	
		35-44	
		45-54	
		Over 55	
3. Education: What is the highest degree or level of school you have completed?			
		High school graduate	
		Diploma	
		Degree	
		Master's degree	
		Doctorate	
4. duration of service	45 days -5 years		
	6-10 yrs		
	11-15 yrs.		
	16-20 yrs.		
	>20 yrs.		
	total		

5.job position	CEO		
	Director		
	Senior manager		
	manager		
	Head/team leader		
	Senior officer		
	Officer		
	Junior officer		
	Recruit professional		

PART 2: Questionnaire for employees aimed to assess the level of community- related Corporate Social Responsibility engagement of the bank.

Put a ✓ Mark in the appropriate boxes that you agree with

1. Philanthropic aspects (Community Welfare & Donations)

Item	Strongly Agree	Agree	Neutral	Disagree	Strongly disagree
1.The bank is Supporting disadvantaged social groups and people					
2.Managers and employees in your bank participate voluntarily in charitable activities in the local community					
3.your bank participates in the activities of public or private educational institutions					
4.your bank participates voluntarily in projects improving the quality of community life					

5.you as an employee encouraged to participate in local community activities (e.g. providing employee time and expertise, or other practical help)					
6.Your bank supports the Protection of national heritage, art & culture, Promotion & development of traditional arts and handicrafts					
2.Ethical (Corporate Values & Sustainability)					
1. Your bank involve in Supporting sports.					
2. Your bank Finance environmental protection investments.					

3. Legal responsibilities

Item	Strongly Agree	Agree	Neutral	Disagree	Strongly disagree
1. Your bank Perform in a manner consistent with expectations of government and law					
2. Your bank work Complying with various federal, state, and local regulations					
3. our bank Fulfill its legal obligations to societal stakeholders					

4. Employees wellbeing and social Responsibilities

Item	Strongly Agree	Agree	Neutral	Disagree	Strongly disagree

1. Your bank encourage you (employees) to develop real skills and long-term careers (e.g. via a performance appraisal process, a training plan)					
2. There a process in your bank to ensure adequate steps are taken against all forms of discrimination, both in the workplace and at the time of recruitment (e.g. against women, ethnic groups, disabled people, etc.)					
3. your bank have suitable arrangements for health, safety, and welfare that provide sufficient protection for you (employees)					

4. CSR Activities integrated into business

Item	Strongly Agree	Agree	Neutral	Disagree	Strongly disagree
The bank Develops financial literacy and awareness, financial education programs					
The bank practices Responsible, prudent lending, risk management					
There is a system of Fair and transparent financial services, handling complaints in your bank					
Your bank Strive Helping disadvantaged clients to use banking services, products for clients with special needs					

your bank practice ethical treatment of stakeholders					
your bank Providing financial support to social enterprises					
Your bank Combating money laundering, corruption, and terrorism					

Interview questions

1. Can you tell me why corporates and/or institutions need to involve in CSR practices?
2. Does your bank engage in fulfilling its corporate social responsibilities?
3. On which aspects of CSR does your bank work often?
4. Can you tell me some of the responsibilities that your bank fulfilled in the last two years?
5. What kind of benefits/advantages did you get out of fulfilling your CSR?
6. What are the factors/challenges that influence the implementation of CSR activities in Your bank?

Part two

Appendix two

SPSS output data

