

CSR from Egyptian Banks Clients View and Its Effect on Customer Loyalty

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Abstract

Your customer is your partner. Corporate social responsibility is considered new phenomenon for the Egyptian business environment. This research provides a valuable contribution to the literature and provides valuable understandings for other research in the area of corporate social responsibility and customer loyalty and the relations between these variables from customer point of view. This research is an empirical study on the Egyptian bank sector to analyze the relation between customers' perception of corporate social responsibility activities and their effect on customer loyalty. The data for this research collected through a survey from 535 respondents of clients of three banks working in Egypt (NBE, CIB, QNB) in some branches in Alexandria. From the results of this research that have been observed that from Egyptian banks clients' perspective corporate social responsibility consists of three dimensions (economic, legal-ethical, and philanthropic-ethical) and that there is positive relation between corporate social responsibility and customer loyalty.

Keywords: Marketing – Corporate Social Responsibility – Customer Loyalty – Bank – Egypt Pazarlama – Kurumsal Sosyal Sorumluluk - Müşteri Sadakati – Banka – Mısır

1. Introduction

Since last decade, corporate social responsibility (CSR) has been the concern of researches and reinforced by the publicity of results due to corporate wrongdoings. There is a concern to discover the relations between CSR and marketing. While the cost of being socially responsible may be essential, the cost of not practicing as a socially responsible organization may be more than its cost. Literatures have mostly focused on the role of business in society and the nature of CSR, although the benefits of CSR activities had been previously researched from financial and HRM perspective but there's still a need to explore it from marketing view. There has been only limited research conducted on customers' expectations regarding the contribution of CSR to their service suppliers (Polonsky & Jevons, 2006).

One of a serious issue for any organization is to keep current customers and make them loyal to make them consume more, accept higher prices, and providing new products through positive word of mouth over time. By understanding customer responses to CSR, organizations can build CSR strategies that are optimal from normative perspective and business (Bhattacharya & Sen, 2004). Each member of society knows that he/she is participating in organizations performance because of the relationship between organization activity and the society as a whole and in return has this expectation that organizations be responsible to them (Abbasi, Moezzi, Eyvazi, & Ranjbar, 2012)

CSR is one of the modern phenomena for the Egyptian business environment and only few studies have been focusing on it. Thus, this study will provide a useful contribution to the literature and provide useful insights for further research in the field of CSR, customer loyalty and the relations between these variables from customer point of view. It could consider a marketing tool to improve organization image and profit and other many benefits. Marketers in the service sectors must know how their customers perceive CSR and select the CSR activities that are significant from customer's point of view (Chen & Bouvain, 2005).

This research is trying to explore the constructs of CSR of the Egyptian banking sector from customer point of view and to explore the probable influence of these constructs on customer loyalty to bank. This study tries to answer the following questions: Can a new presentation of constructs describing CSR be obtained? Does customer perception of CSR have a positive relation to customer loyalty?

2. Literature Review

To cope with competition, organization has to be more responsible to the society. On the other hand, CSR considered a very heavy cost in short term, but can enhance customer loyalty and customer satisfaction and achieve the profit to organization (Chen & Bouvain, 2005; Abbasi et al., 2012). CSR is a broad concept that includes a variety of environmental, social, and ethical responsibilities. Though CSR becoming more consideration recently, few is known about its' practice in developing countries (Jamali & Mirshak, 2007). According to Wood (1991) "the basic idea of CSR is that business and society are linked rather than separate entities". Carroll's (1999) framework of CSR is the most widely accepted and applied framework. According to this framework, organizations have economic, legal, ethical and philanthropic responsibilities towards their environment, and these four dimensions create CSR (Liu & Zhou, 2009; Maignan & Ferrell, 2001). Salmones, Crespo, and Bosque (2005) verified that customers do not contain the economic dimension in the global construct of CSR because organizations search for profits and success in their activities and this is independent dimension of organization behavior. Bigne, Andreu, Chumpitaz, and Swaen (2006) noticed that economic issues are weakly correlated to CSR practices.

Several marketing studies have cited that social responsibility programs have a significant impact on several customer-related outcomes (Liu & Ji, 2010). Customers will support organizations that delivering economic outcomes and improve society's welfare and sustainability by being socially-responsible (Pomeroy & Dolnicar, 2009).

2.1 CSR and Customer Loyalty

To gain loyalty, organizations have to focus on building and maintaining customer loyalty, as it is one of the vital elements defining organization's success or failure. Delivering service quality is an important element for establishing and maintaining a loyal customer base. On the other hand, CSR has become a valuable tool; however, the relationship between CSR and customer loyalty is mostly unexplored (Lei & Mac, 2005; Liu & Zhou, 2009).

Customer loyalty is defined as a positive attitude toward the service provider that make him/her chose only this provider when there is a need for this service and repeat purchase from same provider (Luo & Bhattacharya, 2006).

Customer loyalty approaches concentrated into three broad categories: the behavioral, the attitudinal and the integrated approach. While numerous studies have distinguished between the attitudinal and behavioral dimensions of loyalty, the integrated approach in order to create its own concept of customer loyalty takes into consideration both variables of behavioral and attitudinal. The concept of customer loyalty is known as a combination of customers' favorable attitude and the behavior of repurchase (Kim, Park, & Jeong, 2004). Many studies were developed during the last few years combining both attitudinal and behavioral measures of service loyalty (Lei & Mac, 2005; McMullan, 2005). In this current research, the integrated approach has not been considered but both attitudinal and behavioral dimensions of customer loyalty have been considered as separate constructs to explore the effect of CSR practices on each dimension separately instead of their combination.

Some researchers have mentioned that many customers are willing to buy products from organizations involved in social causes. Organizations that involved in donations and energy conservation or sponsorship of local events had high customer loyalty (Liu & Zhou, 2009; Liu & Ji, 2010). Several empirical studies found that a higher level of service quality was related to a higher level of customer satisfaction. High service quality could attract new customers, keep existing customers, and even attract customers away from competitors whose perceived lower service quality (Deng, Wei, & Zhang, 2010). There is still a limited understanding of whether and how CSR affects customer loyalty to organization so it is important to evaluate this effect (Liu & Ji, 2010). Maignan and Ferrell (2001) theoretically propose that CSR has a positive influence on customers' valuation of organization's products. On the other side, Ali, Rehman, Yilmaz, Nazir, and Ali (2010) cited that there is no relationship between customer awareness of CSR activities and customer purchase intention. Moreover, they noted no relationship between purchase intentions and customer satisfaction either with customer retention. Putra and Yasa (2017) stated that no significant effect of CSR on customer loyalty.

Sen and Bhattacharya (2001) found that CSR's influence on customers' product purchase intentions is more complex, as it affects customers' intentions to purchase its products both indirectly and directly and moreover, the indirect effect was negative under certain conditions. Pura (2005) found that behavioral intentions were most influenced by conditional value; the context, in which the service is used, followed closely by commitment and to some extent monetary value. Park, Kim, and Kwon (2017) mentioned that higher ethical standards lead consumers to perceive that the company is committed to its CSR activities that induce greater satisfaction with and trust in the company and its services, which then encourages consumers to remain loyal.

Salmons et al. (2005) observed that some studies consider CSR only from social or philanthropic aspects while other studies used Carroll (1991) framework. The study of Salmons et al. (2005) confirmed that there are three dimensions of corporate behavior from the customers' viewpoints: the economic, ethical-legal and philanthropic aspects. Liu and Ji (2010) studied the relationship between perceived CSR, and customer loyalty. They considered five factors which are service/product quality, customer satisfaction, corporate image, perceived CSR, and customer trust, all but perceived CSR, and were found to have a significant and direct impact on customer loyalty.

Onlaor and Rotchanakitumnuai (2010) mentioned that four dimensions of CSR of Thai mobile service providers are economic, legal, ethical and philanthropic responsibility. Ethical dimension has the strongest effect on customer satisfaction. Economic, legal, ethical, philanthropic responsibility and customer satisfaction have major impact on loyalty, while philanthropic element mostly affects loyalty. Hasoneh and Alafi (2012) demonstrated a significant positive association between CSR services and customer satisfaction and financial performance. Kumar and Priyadarshini (2013) found that higher levels of customer CSR associations are linked to stronger loyalty behavior. Raman, Lim, and Nair (2012) found that the higher the practice of CSR the stronger is the customer loyalty towards a particular organization.

Liu and Ji, (2010) mentioned that the service/product quality is an important factor that affecting customer behavior intention, as it has a positive relation with customer satisfaction and customer loyalty.

This study considered three banks in Egypt – National Bank of Egypt (NBE), Commercial International Bank (CIB), and QNB Alahli Egypt. The three banks have its' CSR programs and activities. It's important for these banks to know if these CSR programs and activities affect their customers' attitudes and behavior or not. NBE is the oldest commercial bank in Egypt. NBE had a dynamic role in funding economic sectors including electricity, energy, gas, oil, tourism, telecommunications, contracting, and air transportation (NBE, 2017). CSR in CIB is based on six key areas: Sponsoring talent, community health, environmental awareness, employee development, customer experience management, and meeting shareholder expectations (CIB, 2017). Finally, QNB recognized that there is a correlation between the development of society and the success of organizations and importance of supporting the development process. According to this believe a team created to provide creative and effective initiatives in several fields (QNB, 2017).

3. Methodology

This research is a quantitative research that is using a survey to explore the relationship and effect of CSR on customer loyalty using a structured questionnaire. The data was collected based on a personal survey of banks clients. Three banks working in Egypt were chosen (NBE, CIB and QNB). The sample was 535 respondents collected from banks branches in Alexandria. Each one of these banks have several CSR activities so this research will investigate the perception of Egyptian banks clients of these CSR activities and its' effect on customer loyalty.

The research tries to answer the following questions:

Question 1: Can a new presentation of constructs describing CSR be obtained? According to Carroll's (1999) framework CSR it consist of four dimensions (economic, ethical, legal, and philanthropic) but is this the situation in the Egyptian banking zone from customer point of view, that's what this question tries to explore.

Question 2: Does the perception of CSR have a positive relation to customer loyalty?

This question attempts to explore whether the customer who is aware of CSR activities will be a loyal customer or that will not affect his loyalty.

The CSR (Independent variable) dimensions are:

Economic Responsibilities– states the main role of organization to make profit through producing goods and services the society want (Carroll, 1991).

Legal Responsibilities - Society supposes that organizations will make their economic role within the frame of laws and regulations (Ghobadian, Gallear, & Hopkins, 2007; Carroll, 1991).

Ethical Responsibilities– represent those norms, standards or prospects that customers, employees, shareholders, and the community concern about with respect to stakeholders' moral rights (Galbreath, 2009; Carroll, 1991).

Philanthropic Responsibilities– this includes organization sharing in activities or programs that improve human welfare or goodwill, and all organization actions that are in response to society's expectation to be good corporate citizens (Carroll, 1991; Ghobadian et al., 2007).

For the scale of CSR, the work started from the proposal of Salmones et al. (2005), adding a reference from Tan and Komaran (2006) and Turker (2009).

Customer loyalty (dependent variable) in services market used to be defining as an observed behavior, and its dimensions are:

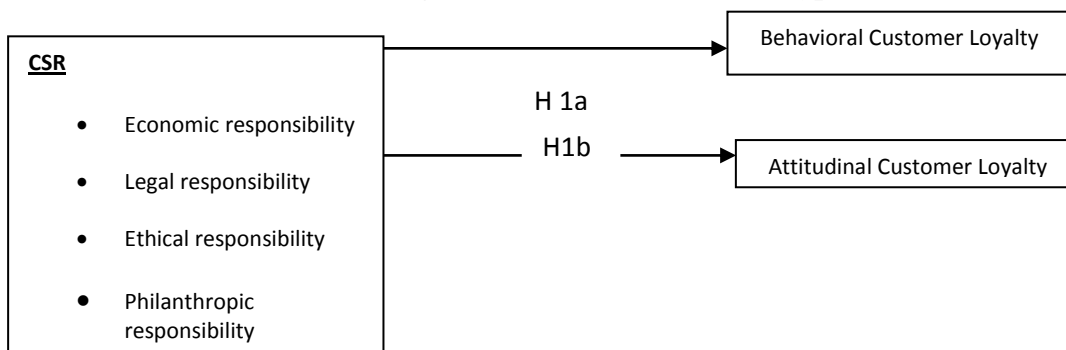
Behavior loyalty–include aspects such as acceptance to pay a higher price for the product or service, price elasticity, and repetition of brand purchased during a given period (Sudhahar, Israel, Britto, & Selvam, 2006; Salmones et al., 2005; Wang, Han, & Shi, 2005).

Attitudinal loyalty– include aspects such as word of mouth, customer's yearning to have same brand and keep relationship with it, complaining behavior, preference to the service organization, and purchase intentions (Sudhahar et al., 2006; Salmones et al., 2005; Wang et al., 2005).

Work started from the proposal of Salmones et al. (2005), adding a reference from Sudhahar et al. (2006) and Wang et al. (2005) for the scale of customer loyalty.

To make all statements questionnaire suitable for current study they have been adopted. Figure 1 (appendix) illustrates the relation among the tested variables.

Figure 1: Research model and Hypotheses



In order to answer the research questions, the following hypotheses will be tested in this research.

H1 – The perception of CSR is positively related to customer loyalty.

H1a: The perception of CSR is positively related to behavioral customer loyalty.

H1b: The perception of CSR is positively related to attitudinal customer loyalty.

A closed questionnaire was used to collecting data. A pilot survey comprising ($n = 60$) cases were selected from banks clients, and modified the survey according to their responses. The final survey was distributed among the selected population of interest during the period of 15th October 2017 to 16th November 2017.

The survey consists of two main sections the first describing the four dimensions of CSR implemented at the three banks, and the second section aims at examining the customer loyalty (behavioral and attitudinal) of those organizations after implementing CSR approach.

4. Analysis and Discussion

In polite sample for items comprising economic responsibility construct the Cronabach' alpha value was 0.662 that indicates the homogeneity and consistency of the items comprising the scale, since it is larger than 0.6. This indicates that all items of the economic construct collectively contribute in building the construct and any items deletion would result negatively in building that construct (Sakaran, 2003). Likewise, for items comprising legal, ethical and philanthropic responsibility Cronbach' value was 0.645, 0.683 and 0.804 respectively.

For the total items comprising CSR Cronbach' value was 0.777 indicating that these items are reliable for measuring the CSR in an exploratory setting (Nunnally& Bernstein, 1994).For items comprising behavioral customer loyalty construct the Cronbach's alpha value was 0.747, and for attitudinal customer loyalty it was 0.759. The Cronbach' alpha value was calculated also for the total items comprising customers loyalty and its value was 0.854 indicating that these items are reliable for measuring customer loyalty (Sakaran, 2003; Nunnally& Bernstein, 1994). An exploratory factor analysis was performed within the six-stage model-building framework introduced by Hair, Black, Babin, Anderson, and Tatham(2006) for two objective, first to examine if the items for a construct share a single underlying factor, or whether items can be deleted. As a secondary objective, whether a new structure for the constructs comprising the four scales of CSR can be revealed by examining the correlation structure in the data. A review of the correlation matrix reveals that 77% are significant at the 0.01 level while 5% are significant at the 0.05 level, which provide adequate basis to perform a factor analysis for each item and for the overall basis. The Kaiser-Myer-Olkin (KMO) measure of sampling adequacy (see Table 1 in appendix) is found to be 0.882, higher than the acceptable value of 0.6 suggested by Pallant (2010), indicating that the sample size is large enough to factor analyze 14 variables and the KMO test is judged to be Marvelous (Hair et al., 2006).

Table 1: KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy		.882
Bartlett's Test of Sphericity	Approx. Chi-Square	3630.204
	Df	190
	Sig.	.000

The data were analyzed through principal components factor analysis using VARIMAX rotation method. Table 2 (in appendix) shows the total variance explained and un-rotated factor loading matrix regarding the 14 items comprising CSR with three possible factors and their relative explanatory powers.

Table 2: Total variance explained and un-rotated factor loading matrix

#	Items	Factor			Commonalities
		Factor 1	Factor 2	Factor 3	
1	Achieve maximum profit	-.216	.454	.421	0.430
2	Maximize stock holder's wealth	.267	.637	.018	0.477
3	Maximize long term success	.234	.643	.254	0.532
4	Minimize its cost	.218	.479	.175	0.308
5	Commitment to rules & regulations	.648	.213	-.268	0.537
6	Doesn't commit with some rules and regulations	.374	-.019	-.542	0.434
7	Works under strict social laws	.593	.067	-.312	0.453
8	Ethical principles over making profit	.673	.175	-.320	0.587
9	Helps government to solve social problems	.267	.637	.018	0.675
10	Always does what is right	.673	.175	-.320	0.466
11	Deals honestly with its clients	.513	.127	-.270	0.353
12	Engages in R&D to improve level of society	.750	-.250	.260	0.693
13	Sufficient monetary contribution to charities	.724	-.229	.388	0.727
14	Encourages customers to participate in charities	.716	-.168	.316	0.641
				Total	
	Sum of squares (eigenvalues)	4.419	1.586	1.307	7.312
	Percentage of trace	31.565	11.327	9.338	52.229

The three factors capture 52.23% of the variance of the 14 items. The table shows that factor (1) accounts for 31.565% of the variance (eigenvalue 4.419), factor (2) for 11.327% (eigenvalue 1.586) and factor (3) for 9.338% (eigenvalue 1.307). It is also worth noting that no cross-loading problem was observed in the table for any items to be deleted and assessing other possible options, it was decided to keep all items and conclude three factor solutions. The rotated factor matrix for the whole set of 14 items of CSR with the corresponding three factor solutions are shown in Table 3 (in appendix).

The economic responsibility as an observed variable comprising 4 items has been rotated into a new latent variable with the same 4 items explaining the perceptions of banks clients.

Table 3: Total variance explained and rotated factor loading matrix (VARIMAX)

No.	Items	Factor			Commonalities
		Factor 1	Factor 2	Factor 3	
13-1	Sufficient monetary contribution to charities	.842			0.430
9-2	Helps government to solve social problems	.800			0.477
12-3	Engages in R&D to improve level of society	.799			0.532
14-4	Encourages customer to participate in charitable activities	.774			0.308
10-5	Always does what is right	.513			0.537
6-6	Doesn't commit with some rules and regulations		.696		0.434
5-7	Commitment to all rules and regulations		.646		0.453
8-8	Ethical principles over making profit		.644		0.587
7-9	Works under strict social laws		.621		0.675
11-10	Deals honestly with its clients		.549		0.466
3-11	Maximize long term success			.722	0.353
2-12	Maximize stock holder's wealth			.640	0.693
4-13	Minimize its cost			.541	0.727
1-14	Achieve maximum profit			.525	0.641
				Total	
	Sum of squares (eigenvalues)	3.119	2.545	1.648	7.312
	Percentage of trace	22.278	18.182	11.769	52.229

Note: Factor loading less than 0.4 have not been reproduced and items have been sorted by size on each factor.

Items of ethical construct have been fused into both the legal and philanthropic construct resulting in new latent variables namely philanthropic-ethical and legal-ethical constructs. The naming of these new constructs follows the suggestion by Hair et al. (2006) in that the items with higher loading contributes to naming the new latent variable. Thus, the new latent variable "philanthropic-ethical" comprises (3) items are philanthropic and (2) items are ethical.

Similar finding have been concurred for the second factor solution resulting in a new latent variable that can be named "legal-ethical ". The legal-ethical construct comprises (3) items are legal while (2) are ethical items.

As a final assessment step to the factor a split sample analysis was chosen for validation assessment. Two randomly split samples were obtained from the original sample and factor analysis procedure was performed to compare the final factor solutions for each. The results for both split samples have shown stability within the two samples.

Before testing hypothesis a correlation between each separate aspects of the customer loyalty and the new dimension of CSR obtained using a summated score of the factor solutions. A weak correlation was detected between economic and both behavioral and attitudinal aspects of customer loyalty. On Contrary, moderate and statistically significant correlation between legal-Ethical and philanthropic-Ethical scale and both behavioral and attitudinal aspects of customer loyalty were detected.

To investigate H1a Table 4 (in appendix) displays the final regression summaries relating new CSR dimensions to the average response of behavioral aspect of customer loyalty.

Table 4: Regressions summary of new CSR constructs with average response for behavioral aspect of CL.

Model Summary^b								
Model		R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson		
1		.555 ^a	.308	.304	.69430	1.960		
ANOVA^b								
Model		Sum of Squares	Df	Mean Square	F	Sig.		
1	Regression	113.662	3	37.887	78.597	.000 ^a		
	Residual	255.968	531	.482				
	Total	369.630	534					
Coefficients^{a,b}								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	.830	.218		3.802	.000		
	Economic	.191	.048	.146	3.994	.000	.981	1.019
	Philant.-Ethical	.156	.039	.170	3.982	.000	.716	1.398
	Legal-Ethical	.453	.048	.405	9.423	.000	.707	1.414
a. Predictors: (Constant), Legal-Ethical, Economic, Philanthropic-Ethical								
b. Dependent Variable: Average CL Behavior								

It can be concluded that the overall estimated regression equation using new CSR dimensions as predictors of the behavioral aspect of customer loyalty is classed as being statistically significant relation and these relation accounts for 30.8% of the variation in the behavioral aspect of customer loyalty.

The estimated regression equation is:

$$\text{Behavioral Aspect of Customer Loyalty} = 0.830 + 0.191 * \text{Economic} + 0.453 * \text{Legal-Ethical} + 0.156 * \text{Philanthropic-Ethical}$$

According to hypotheses (H1a) it can be concluded that a positive relation exists between the new perception of CSR and behavioral customer loyalty.

To investigate H1b Table 5 (in appendix) displays the final regression summaries relating new CSR dimensions to the average response of attitudinal aspect of customer loyalty. It can be concluded that the overall estimated regression equation using new CSR constructs as predictors of the attitudinal aspect of customer loyalty is classed as being statistically significant relation and these relation accounts for 27.2% of the variation in the attitudinal aspect of customer loyalty.

Table 5: Regressions summary of new CSR constructs with average response for attitudinal aspect of CL.

Model Summary ^b								
Model		R	R Square	Adjusted R Square		Std. Error of the Estimate		Durbin-Watson
1		.521 ^a	.272	.267		.82874		1.910
ANOVA ^b								
Model		Sum of Squares	Df	Mean Square	F		Sig.	
1	Regression	135.958	3	45.319	65.986		.000 ^a	
	Residual	364.694	531	.687				
	Total	500.652	534					
Coefficients ^{a,b}								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	.460	.261		1.766	.078		
	Economic	.112	.057	.073	1.965	.050	.981	1.019
	Philant.-Ethical	.183	.047	.171	3.913	.000	.716	1.398
	Legal-Ethical	.513	.057	.394	8.935	.000	.707	1.414
a. Predictors: (Constant), Legal-Ethical, Economic, Philanthropic-Ethical								
b. Dependent Variable: Average Response of CL Attitudinal								

The estimated regression equation is: Attitudinal aspect of Customer Loyalty = 0.460 + 0.112*Economic + 0.513*Legal-Ethical + 0.183*Philanthropic-Ethical

According to hypotheses (H1b) it can be concluded that a positive relation exists between the new perception of CSR and attitudinal customer loyalty.

5. Conclusion

Current study has attempted to provide an understanding about the concept of CSR from the customers' perspective. From literature of CSR that have been found that the accepted proposal of CSR is Carroll's proposal that illustrates that CSR has four dimensions economic, legal, ethical, and philanthropic. Through empirical researches it have been observed that various measures of the concept have been adopted in previous researches as in some cases researchers consider only philanthropic dimension relating to the role the organization plays in social well-being; while in others, the number of dimensions is greater. But still the most complete and widely used proposal in the study of CSR is that of Carroll (1991). The four dimensions of this model have been adopted in this current study. This study was carried out an empirical market research based on personal surveys of three Egyptian banks clients, collecting the customers' direct perceptions about the behavior of the operating organizations in terms of these issues and how organizations behavior affects customer loyalty.

Through using exploratory factor analysis, the data illustrates that from customer perspective the CSR is not consisting of four dimensions but there are three dimensions of CSR: the economic, Legal-ethical and philanthropic-ethical responsibility. However, Salmons et al. (2005) confirmed that there are three dimensions of corporate behavior from the perspective of the customers: the economic, ethical-legal and philanthropic aspects.

According to the new formed dimensions of CSR; the economic responsibility as an observed variable rotated into a new latent variable with the same items. The items of ethical dimension have been fused into both the legal and philanthropic dimensions resulting in new latent variables named legal-ethical and philanthropic-ethical. As from Egyptian banks clients' perspective when organization prioritizes ethical principles over making profit and deals honestly with its clients these referrers more to legal dimension not ethical dimension, and because of that these two items fused into legal dimension and come with the new dimension legal-ethical.

Same when organization helps government to solve social problems and always does what is right from Egyptian banks clients perspective these referrers more to philanthropic dimension not ethical dimension, and because of that these two items fused into philanthropic dimension and come with the new dimension philanthropic-ethical.

In order to examine the research hypotheses, the new dimensions of corporate social dimensions: economic, legal-ethical, and philanthropic-ethical have been used. Analysis demonstrated a positive relation between CSR and both behavioral and attitudinal customer loyalty. Madhusanka and Lakmali (2015) found that CSR has positive and significant impact on customer loyalty in telecommunication industry. Sindhu and Arif (2017) found that commitment to CSR is positively influencing customer loyalty and customer satisfaction. There are a number of limitations for this research, which give a proposal to future lines of research. First of all the hypotheses have been tested in three banks in Egypt and specifically which is one of the services sector so in order to generalize the results it is necessary to be applied in another sector or another environment. In addition, the sample was selected from some branches of the three selected banks, but not all clients dealing with these branches. The three banks have many branches all over Egypt so this could put limitations on this research results.

On the other hand, this research started with Carroll's CSR model with its four dimensions (economic, ethical, legal, and philanthropic) and found that customers don't see CSR in banks in this way so there is still a need to investigate how customers see CSR in several sectors. In addition, customers' lack of awareness and understanding of CSR is a one of the important limiting factor in their ability to responds to such new phenomena.

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