SPECIAL ISSUE ARTICLE

Analyzing the corporate social responsibility perception from customer relationship quality perspective. An application to the retail banking sector

Janine Hobeika[1] | Insaf Khelladi[2] | Mehmet A. Orhan[3]

[1]ICD Business School, LaRA, Paris, France

[2]Léonard de Vinci Pôle Universitaire, Research Center, Paris La Défense, France

[3]EM Normandie Business School, Paris, France

Correspondence
Insaf Khelladi, EMLV—12 Avenue. Léonard de Vinci, 92400 Courbevoie, France.
Email: insaf.khelladi@devinci.fr

Abstract

Management scholars are increasingly stressing the importance of corporate social responsibility (CSR) and its growing role in today's business world. Building on stakeholder theory and relationship marketing theoretical framework, this study focuses on the link between customers and CSR and the role of frontline employees in building customer relationship quality, critical for CSR initiatives. This article investigates the effects of expected relational benefits and professional stereotypes on customers' perceptions of companies' CSR activities. This research unveils the cognitive processes influencing customers' perceptions of CSR initiatives the moment they open the companies' doors. A survey was conducted among customers in the banking sector that is experiencing an increasing deployment of CSR programs. We found that frontline employees, as drivers of relational benefits, actively participate in how customers perceive their banks' CSR initiatives. However, how customers perceive their banks through bankers' professional stereotypes partially influences their perceptions of CSR initiatives.

KEYWORDS
banking sector, customer relationship quality, expected relational benefits, France, perceived CSR, professional stereotypes

1 | INTRODUCTION

CSR has never been as critical as it is today. The business world knew that a major shift insomuch over 180 CEOs of the largest global companies stated that shareholder value is no longer the corporation's sole purpose (Business Roundtable, 2019). Companies are almost reaching their 2020 sustainability goals and are about to announce their 2030 ones (McPherson, 2020). Investors are increasingly attracted to environmental, social, and governance (ESG) factors and socially responsible investments (Deloitte, 2019a). Social and environmental impetus will be high, since only 10 years remain to attain the goals of the UN 2030 Agenda for Sustainable Development (McPherson, 2020).

The banking sector is also following the '*doing good is good business*' adage. The latest studies on the largest 100 commercial banks by market capitalization highlighted that strong outcomes on sustainability issues lead to better financial performance (Deloitte, 2019b). Nowadays, sustainability and financial performance are no longer foes but are friends working together to provide value to society and its stakeholders (GABV, 2020).

The last decade has witnessed a great emphasis on CSR by management scholars (Aguinis & Glavas, 2012). Some studies have focused on the antecedents of CSR (i.e., the factors determining a firm's engagement in CSR) and its consequences. Other studies have investigated how CSR initiatives are implemented and how stakeholders respond to them (Wang et al., 2016). Regarding CSR outcomes, past marketing research has examined the impact of CSR activities on product responses, customers' attitudes toward products, willingness to pay the price for premium loyalty, and charity donations (see, Peloza & Shang, 2011 for a review).

This present research focuses on the links between customers and CSR initiatives. Previous studies have demonstrated the positive influence of CSR behaviors on customers' attitudes toward firms and their offerings (Bhattacharya & Sen, 2003) and customer satisfaction on the relationship between CSR and a firm's performance (Luo & Bhattacharya, 2006). However, with regard to CSR's effects on customer relationship quality, the results are debatable (Aljarah et al., 2018).

Frontline employees play a key role in a customer–firm relationship, acting as customer service representatives, market demand sensors, and information disseminators about the firm's offerings (Korschun et al., 2014). Hence, as the firm's vitrine, frontline employees are paramount in forging quality relationships with customers and thus their loyalty. Effective customer relationship quality (CRQ) is important for positive CSR initiatives. Indeed, companies with low product or service quality that engage in CSR are negatively perceived by customers (Luo & Bhattacharya, 2006).

Although a significant positive CSR-CRQ link was established (Aljarah et al., 2018), previous research has mainly investigated how CSR affects CRQ and service quality (Huang et al., 2014). Our article examines the influence of expected CRQ on CSR perception, as firms are dealing with 'generalized customers' (Daub & Ergenzinger, 2005), not only concerned about their consumption experiences but are expecting high-quality customer relationships. Additionally, customers constantly question the sincerity and motives of companies engaging in CSR (Bhattacharya & Sen, 2004). Because CSR strengthens the relationship between firms and customers, the former need to pay more attention to relational behaviors (Bhattacharya & Sen, 2004), which contributes to making their CSR efforts more credible and impactful.

Regarding the banking context, the homogeneity of retail banking's offerings is putting more pressure on improving and sustaining customer relationships as part of a differentiation strategy (Mandhachitara & Poolthong, 2011). The former financial crisis heavily affected people's overall perceptions of the banking sector, with banks now appearing as untruthful, abusive, and with unfair bank/customer relationships (Mercanti-Guérin, 2011). Finally, banks are torn between two identities: either being profitable companies or social institutions. Notwithstanding the bankers' multiple faces (Lazarus, 2012), existing negative perceptions (Caruana et al., 2018; Hur & Kim, 2020), and the unethical sales practices of some frontline employees (Tosun, 2020).

Building on stakeholder theory (Freeman, 1984) and a relationship marketing theoretical framework (Morgan & Hunt, 1994), this present article investigates the influence of expected CRQ on perceived CSR initiatives. This article strives to answer the following research question: *What is the effect of CRQ, measured through expected relational benefits and professional stereotypes, on the perception of companies' CSR activities?* This addresses the need to deepen the understanding of the cognitive conditions that lead stakeholders to evaluate companies' CSR activities differently (Wang et al., 2016) while acknowledging the important role played by CRQ (Pérez & del Bosque, 2012).

By employing a survey methodology that targets customers, this article's central proposition is that customers anticipate the relationship quality they would have with companies (Hobeika, 2021) and, more specifically, in utilitarian settings (Fernandes & Pinto, 2019).

Such anticipation is made by expected relational benefits (Sabadie & Prim-Allaz, 2005) and the stereotypes a customer mentally conceives when he or she opens a company's doors and experiences the first contact with frontline employees (Fiske, 2018). This cognitive process, in turn, influences their perceptions of the companies' CSR activities (Caputo, 2021).

The present study makes the following contributions. From a theoretical standpoint, this present study contributes to the CSR literature by providing evidence on the relevance of considering expected CRQ, and more specifically professional stereotypes and relational benefits, as possible determinants of CSR perception. We also contribute to the CRQ literature by suggesting novel dimensions for measuring this construct. From a managerial standpoint, our findings unveil the signals that customers ponder when evaluating the credibility and effectiveness of companies' CSR initiatives. Our results provide insights into how a company should consider expected CRQ as a way to better manage its customers' CSR-related perceptions.

This article is structured as follows. The literature review briefly explores the CSR–CRQ relationship and then examines the effects of professional stereotypes and expected relational benefits on the perception of CSR initiatives. The methodology section presents the data collection and analysis methods. The results are then presented. Finally, we conclude with major research implications, limitations, and future research avenues.

2 | LITERATURE REVIEW

2.1 | Perspectives on the relationship between CSR perception and customer relationship quality

The concept of CSR has gained currency from management scholars, resulting in the profusion of conceptualizations. A widely accepted definition was suggested by Carroll (1999), who stated that "the social responsibility of business encompasses the economic, legal, ethical, and discretionary expectations that society has of organizations at a given point in time" (Carroll, 1979, cited in Carroll, 1999, p. 283). For our research, we adopted the definition of Kottler and Lee (2005), who view CSR as "a commitment to improve community well-being through discretionary business practices and contributions of corporate resources" (p. 3). Additionally, our vision of CSR follows the call of scholars for a more holistic view of CSR by considering its underlying cognitive processes to ensure a shared and long-term path for CSR (Caputo, 2021).

Prior research bridging stakeholder theory (Freeman, 1984) with relationship marketing (Morgan & Hunt, 1994) demonstrated the importance of the link between the quality of stakeholder–company relationships and the benefits received from these relationships (Bhattacharya et al., 2009). Companies' CSR activities affect their customers' sense of well-being (Bhattacharya & Sen, 2004). In return, customers, with their purchasing behavior and responses to CSR activities, are influenced by CSR-related issues tackled by companies (Sen & Bhattacharya, 2001). They display a favorable attitude toward companies engaging in CSR (Bhattacharya & Sen, 2004). Additionally,

customer satisfaction matters in the relationship between CSR and a firm's performance, acting as a mediating role between CSR and companies' market value (Luo & Bhattacharya, 2006). Overall, for companies, CSR activities are a less-imitable means of solidifying customer relationships (Bhattacharya & Sen, 2004).

Even though CSR activities allow companies to build their base of satisfied customers (Luo & Bhattacharya, 2006), this should not prevent these companies from providing efficient customer relationship service. CSR and overall sustainability considerations should be integrated into companies' systems (Cillo et al., 2019). CSR has been proven to positively affect service quality and purchase intentions (Huang et al., 2014). Companies displaying low abilities, such as poor service quality, generate negative market value from CSR (Luo & Bhattacharya, 2006).

Customers identify with a companies' CSR initiatives, which enhances their relationships with such companies (Bhattacharya et al., 2009). Corporate image plays an instrumental role in affecting customers' choices, regardless of the good performance of companies' CSR projects (Huang et al., 2014). Customers display higher confidence in companies' reliability and integrity when they perceive their CSR activities positively (Aljarah et al., 2018). Nevertheless, CSR development should not be done at the expense of companies' ability to progress (Sen & Bhattacharya, 2001). Companies need to help customers 'feel well-attended and respected,' which will alleviate doubts about their CSR endeavors (Huang et al., 2014). This is especially since a competitive advantage resulting from CSR is not as straightforward as customers' strong positive reactions to service quality and relational benefits (Pérez & del Bosque, 2015). Customers can support companies known for their CSR development but can also react negatively when companies misbehave (Scuotto et al., 2020), notwithstanding that customers' perceived service quality has a stronger effect than CSR initiatives (Bhattacharya et al., 2009).

The customer service literature acknowledges the prominence of personal interactions in obtaining satisfied clients (Parasuraman et al., 1985). Frontline employees are key to creating successful interactions between companies and their customers (Bitner et al., 1994). Relationship quality reflects customers' perceptions of the eminence of their relationships with the companies that provide services (Crosby et al., 1990). Frontline employees delivering services are often the unique contact point between companies and customers, which, adding to service intangibility, increases their value (Crosby et al., 1990). Satisfaction with a salesperson influences relationship quality and overall satisfaction (Crosby & Stephens, 1987). Someone's perception of a company's CSR initiatives denotes the company's commitment to social obligations (Brown & Dacin, 1997). Such a perception is viewed as an individual's awareness of and opinions about a company's overall CSR activities (Matute-Vallejo et al., 2011), and it reflects the cognitive dimension of a customer's thoughts and beliefs about CSR activities (Pérez & del Bosque, 2015).

Overall, customers relate to companies through CRQ (Hur & Kim, 2020). CRQ, as part of relationship marketing outcomes (Morgan & Hunt, 1994), has been conceptualized with many dimensions, such as customer orientation, an expectation of continuance,

opportunism, and cooperative norms (Macintosh, 2007). Despite a lack of consensus regarding the conceptualization of CRQ (Hennig-Thurau et al., 2002), previous studies have positioned this construct as an outcome of CSR impact (Aljarah et al., 2018).

The banking industry pursues CSR mainly for reputation building (Dabic et al., 2016). Such an industry suffers from existing negative perceptions, such as bank hypocrisy (Hur & Kim, 2020), greediness (Caruana et al., 2018), and unethical sales practices of a bank's frontline employees (Tosun, 2020). Perceptions of CSR arouse emotions in customers' minds, which are transferred to companies thanks to the mental connections these customers establish between them (Pérez & del Bosque, 2015). Professional stereotypes affect customers' emotional reactions toward firms (Ivens et al., 2015), their behavioral intentions (Aaker et al., 2010), and relationship quality (Japutra et al., 2018).

Building on a relationship marketing theoretical framework (Morgan & Hunt, 1994), this present research views relational benefits and professional stereotypes as key drivers of expected CRQ in the banking context. CRQ may act as a strong communication channel to improve customers' positive perceptions while reducing their skepticism regarding their banks' CSR activities (Pérez & del Bosque, 2012).

2.2 | Expected customer relational benefits, professional stereotypes, and perceived CSR in the banking context

As a service sector, the banking industry relies heavily on direct interactions between customers and banks' frontline employees. Banks have adopted relationship marketing frameworks as part of their customer relationship management practices (Barnes & Howlett, 1998). Interactions with frontline employees strongly contribute to problem-solving and service adaptability to customers' specific needs (Fernandes & Pinto, 2019). Therefore, relational benefits are paramount in bank–customer relationships (Dimitriadis, 2010). Relational benefits are defined as "*the benefits customers receive from long-term relationships above and beyond the core service performance*" (Gwinner et al., 1998, p. 102). In the banking context, adaptation benefits (i.e., adapting an offer to customers' expected economic benefits, such as price reduction, loyalty programs, etc.), psychological benefits (i.e., customers' expected feeling of comfort, security, and trust), and social benefits (i.e., customers' personal recognition, which can take the form of friendship or kindness) are highly sought by customers as part of banks' relationship marketing strategies (Holmlund & Kock, 1996). Such expected benefits (i.e., benefits sought by customers from the relationship with their bankers; Sabadie & Prim-Allaz, 2005) are even more critical for banks considering their competitive landscape (Colgate & Hedge, 2001), which allows them to differentiate their offerings while building long-term relationships.

CSR activities positively influence customers' attitudes toward companies and their offerings (Bhattacharya & Sen, 2003). Service reliability and staff competence and responsiveness are regarded as highly important in the retail banking sector (Mandhachitara &

Poolthong, 2011); hence, banks providing poor service quality may generate a negative perception of their CSR activities (Luo & Bhattacharya, 2006). Even though poor corporate CSR can be compensated for by good corporate ability (i.e., CRQ), the opposite does not hold (Berens et al., 2007). Finally, relational benefits (i.e., adaptation, social, and psychological) are very important for the satisfaction and durability of strategic CSR activities (Kim et al., 2018). Therefore, we posit the following hypothesis:

> **H1.** Expected adaptation (H1a) and psychological (H1b) and social (H1c) relational benefits have a positive effect on perceived CSR initiatives.

Professional stereotypes are a set of beliefs about the characteristics, attributes, and behaviors of a group's members (Hilton & Von Hippel, 1996). They result from social categorizations (Sales-Wuillemin, 2006) by which people are perceived to belong to specific groups based on individual attributes (i.e., age, race, gender, social class, social role, and occupation) (Babin et al., 1995) and personality attributes (Ashmore, 2015).

Customer relationships are influenced by professional stereotypes (Bienfait, 2014). The latter changes the way interactions between service providers and customers take place and their perceptions of each other, which can create raises conflicts and misunderstandings. In the banking context, service-related strategies (i.e., efficiency, friendliness, ease of contact, and frequent communication) are needed to build customer satisfaction and loyalty (Mandhachitara & Poolthong, 2011). Professional stereotypes affect relationships because they modify the way of thinking and the perception of information that comes from the social environment (Yzerbyt and Schadron, 1996); this sometimes jeopardizes companies' transparency regarding, and voluntary disclosure of, intellectual capital (Rossi et al., 2021).

Past research explored the 'banker figure' and his or her four facets (i.e., merchant; judge, advisor; savior) (Lazarus, 2012). A positive figure, for example, the advisor, may positively influence the client relationship. Willems (2020) revealed existing stereotypical characteristics associated with the banking profession (e.g., 'money' as a neutral association, and 'liars,' 'pushy,' and 'greedy' as negative associations).

Banks' relationships with their clients can be influenced by professional stereotypes (Bienfait, 2014), as interpersonal relationships can be influenced by stereotypes (Fiske, 2018). Hence, when customers meet their bankers (i.e., during the first meeting), such an encounter acts as a roleplay (Fiske, 2018) in which stereotypes about bankers generate clients' expectations of relational benefits (Gwinner et al., 1998).

As professional stereotypes are cognitive by nature, they are shaped in customers' minds before their encounters with bankers, thus affecting their expectations (i.e., the relational benefits sought (Sabadie & Prim-Allaz, 2005) and perceptions (i.e., the way customers perceive and give credit to their banks' CSR activities) (Bhattacharya & Sen, 2004). Hobeika (2021) identified four banker stereotypes. The *paternalistic* is perceived as authoritarian and has

good customer knowledge. The *partner* is perceived as professional, competent, and efficient. People view such bankers as helpful and supportive in their money-related decisions and hence expect much adaptation and psychological and social-relational benefits in their interactions with such stereotypes. The *subordinate* banker is perceived as non-autonomous, lacking goodwill, and with limited skills. The *shark* banker is viewed as always focusing on profitable outcomes at the expense of the client's interests. People fear such bankers, suspecting their intentions, even though these bankers may remain professional by adapting themselves to customers' requests. Hence, individuals do not expect psychological or social-relational benefits in their interactions with such stereotypes (Hobeika, 2021). Therefore, we posit the following hypotheses:

> **H2.** The more individuals have a paternalistic stereotype, the more they expect adaptation (H2a), psychological (H2b), and social (H2c) benefits.

> **H3.** The more individuals have a partner stereotype, the more they expect adaptation (H3a), psychological (H3b), and social (H3c) benefits.

> **H4.** The more individuals have a subordinate stereotype, the less they expect psychological (H4a) and social (H4b) benefits.

> **H5.** The more individuals have a shark stereotype, the less they expect psychological (H5a) and social (H5b) benefits.

As for CSR, banks are perceived as being heavily profit-maximizing and shareholder value-oriented (Pérez & del Bosque, 2015). Customers share stereotypes of for-profit companies that they are less warm while being more competent compared to non-profit companies (Aaker et al., 2010). Additionally, what a consumer knows about a company influences his or her beliefs about and attitudes toward the products and services provided by this company (Brown & Dacin, 1997). A consumer's perception of CSR affects his or her identification with a bank (Pérez & del Bosque, 2015). People form professional stereotypes, even if they have no contact with service staff (Bienfait, 2014). Nevertheless, because professional stereotypes precede the relationship, and such stereotypes are usually automatically activated at the first contact (Fiske, 2018), banks need to ensure high service quality performance that will contribute to their CSR efficiency (Mandhachitara & Poolthong, 2011). Therefore, we posit the following hypotheses:

> **H6.** The more individuals have a paternalistic (H6a) and partner (H6b) stereotypes, the greater the perceived CSR initiatives.

> **H7.** The more individuals have a subordinate (H7a) and shark (H7b) stereotypes, the lower the perceived CSR initiatives.
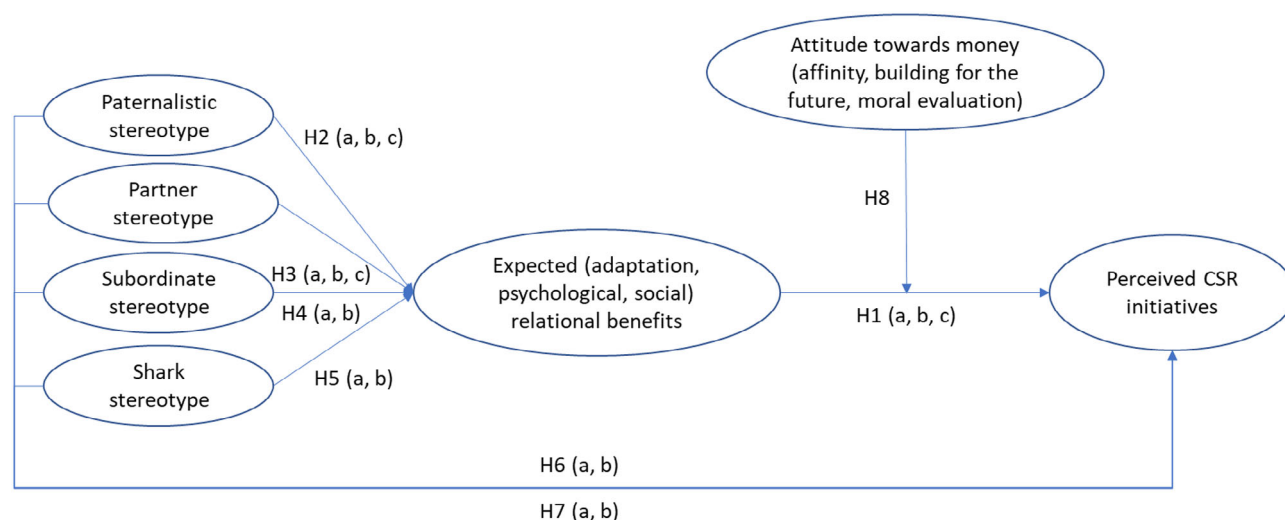
FIGURE 1 Conceptual model. [Colour figure can be viewed at wileyonlinelibrary.com]

2.3 | The mediating role of the attitude toward money

Money is a universal phenomenon and a powerful motivator for human activity (Urbain, 2000). The attitude toward money is defined as "*a stable psychological construct characterized by the meanings that the individual attributes to money and leads to types of behaviors*" (Urbain, 2000). Hence, some people can value money for security or as a sign of status/achievement. Other people think money encourages evil behavior and worry about lacking money or taking extra care to spend and budget money (Rose & Orr, 2007).

Zollinger and Lamarque (1999) noted that "the perception of money through moral and psychological relations is strongly differentiated according to the individual culture belonging." One's perception of money is highly context-dependent, and money in some countries is viewed as taboo. For instance, people in France, because of their Catholic ethics, view money negatively, perceive it as being less important, and exhibit a higher level of worry compared to other countries (Rose et al., 2016). Additionally, the banking context remains, above all, a money context. Such an industry, because of its high contact levels with customers, engenders a greater need for a positive image while being more vulnerable to public opinion (Dabic et al., 2016).

Urbain (2000) identified that affinity, building the future, and moral evaluation are among the attitudes toward money. Individuals displaying an affinity for money are strongly attracted to money and place a high value and importance on it. Such individuals tend to put money above other objectives in their lives and consider banks more than profitable companies (Lazarus, 2012). Developing CSR initiatives would be of little to no interest to their banks. People building their futures display a proneness to preparing and saving for that future. They consider their banks more than social institutions (Lazarus, 2012) and would positively appreciate the CSR initiatives

implemented by them. Finally, individuals with strong moral evaluations judge money as bad and view it as the source of all wrongness in their lives. They see banks as mainly driven by money, putting great emphasis on profit maximization and shareholder value. These individuals do not identify themselves with their banks (Pérez & del Bosque, 2015), hence impeding the perceptions they will have on banks' CSR initiatives. Therefore, we posit the following hypotheses:

> **H8.** Customer attitude toward money mediates the effect of expected relational benefits on the perceived CSR initiatives.

Figure 1 below displays the research's conceptual model.

3 | METHODOLOGY

This research analyzed the effects of expected CRQ, measured through expected relational benefits and professional stereotypes on perceived CSR.

3.1 | Sampling and procedures

This research used a quantitative method. A survey was conducted in France. Members of four groups of apprenticeship students were asked to collect about 6 to 12 questionnaires as part of a market research course requirement. The collection had to follow specifically assigned quotas in terms of gender, age, and family situation, excluding direct clients and close colleagues. Students were used as data collectors and not as respondents (Gwinner et al., 1998; Bitner et al., 1990). The researchers trained and monitored the students in the pretest, sample identification, and questionnaire administration.

TABLE 1 List of variables, their measurement scales, and reliability scores

Variable	Number of items	Cronbach's alpha	Sources
Expected adaptation relational benefits	3 items	0.894	Adapted from Gwinner et al. (1998)
Expected psychological relational benefits	3 items	0.812	
Expected social relational benefits	3 items	0.771	
Paternalistic stereotype	3 items	0.845	Hobeika (2021)
Partner stereotype	3 items	0.829	
Subordinate stereotype	3 items	0.724	
Shark stereotype	3 items	0.873	
Attitude toward money—affinity	3 items	0.830	Adapted from Urbain (2000)
Attitude toward money—building the future	6 items	0.909	
Attitude toward money—moral evaluation	3 items	0.839	
Perceived CSR initiatives	3 items	0.924	Adapted from Pérez and del Bosque (2015) and Beneke et al. (2012)

3.2 | Measures

Validated scales were used to measure the constructs with self-response multi-item 7-point Likert scales (1 = Totally disagree; 7 = Totally agree). The expected relational benefits constructs (i.e., adaptation, psychological, and social) were measured with nine items adapted from Gwinner et al. (1998). Sample items included: '*If I address a request to the banker, I expect him to meet my needs;*' '*When I have questions, I contact the banker and I expect to be reassured;*' and '*It is important to me that the banker recognizes me and remembers me.*'

The stereotypes (i.e., paternalistic, partner, subordinate, and shark) were measured with 12 items adapted from Hobeika (2021). Sample items included: 'The *banker is an important person who has power;*' '*A banker is a partner; the relationship with him is well organized and professional;*' '*A banker is only executing orders and has limited skills;*' and '*A banker is above all a salesman; he is only interested in my money.*'

The attitude toward money was measured with three subdimensions (i.e., affinity, building the future, and more evaluation) by using 12 items adapted from Urbain (2000). Sample items included: '*In general, I am attracted by money;*' '*I regularly set aside money for my future;*' and '*In general, I find that money is a bad thing.*' The perceived CSR initiative is a unidimensional construct measuring individuals' overall awareness and opinions of companies' CSR activities (Matute-Vallejo et al., 2011), using three items adapted from Pérez and del Bosque (2015) and Beneke et al. (2012). Sample items included '*According to you, your main bank meets CSR requirements.*'

The scales measured psychological traits and included reflective dimensions that were not highly correlated. Table 1 presents the scales and their respective reliability scores and sources.

4 | RESULTS

4.1 | Participants' demographic profiles

Out of 580 respondents, 295 identified themselves as female (50.86%) and 285 as male (49.14%). The average age of the subjects was 42.9 years (SD = 15.7). Two hundred twenty-one respondents reported they were '*in a relationship or married*' with children, whereas 126 were in a relationship or married without children. The number of respondents who are single parents with children was 176, and 57 were single with no children.

4.2 | Hypotheses testing

Table 2 shows the correlation matrix for 11 distinct study variables: namely subdimensions of expected relational benefits; adaptation (1), psychological (2), and social benefits (3), types of stereotypes; paternalistic (4), partner (5), subordinate (6), and shark (7), and attitudes toward money; affinity (8), future (9), moral (10), and perceived CSR initiatives (11).

To test this study's hypotheses, we conducted simultaneous multiple regression analysis. The correlation matrix indicated positive, significant relationships between CSR initiatives and adaptation, psychological and social benefits, and between partner stereotypes and future orientation, as demonstrated in Table 2. On the other hand, negative, significant relations affecting CSR were found between shark stereotypes and moral attitudes. Our correlational analysis provided support for H1a, H1b, and H1c; as expected, relational benefits were significantly and positively associated with CSR initiatives.

The linear regression of expected benefits, professional stereotypes, and attitude toward money explained about 2.6% of the variance in perceived CSR initiatives ($F10,569$ = 2.57; $p < 0.01$). However, the linear combination indicated that only building the future was significant (B = 0.111, t = 2.67; $p < 0.01$). Therefore, building the future emerged as the most significant predictor of perceived CSR initiatives. However, other components of attitude toward money were found to not affect perceived CSR initiatives. The details of the regression results are presented in Table 3.

We further ran a generalized linear model to test the mediating effects of building the future on the relationship between expected relational benefits and CSR initiatives. The test for mediation was to

TABLE 2 Correlation matrix

	1	2	3	4	5	6	7	8	9	10	11
1. Adaptation	—										
2. Psychological	0.741***	—									
3. Social	0.414***	0.594***	—								
4. Paternalistic	0.114**	0.224***	0.268***	—							
5. Partner	0.373***	0.369***	0.294***	0.495***	—						
6. Subordinate	0.130**	0.072	−0.031	−0.224***	−0.165***	—					
7. Shark	0.040	0.050	0.010	−0.139***	−0.333***	0.512***	—				
8. Affinity	0.068	0.149***	0.307***	0.165***	−0.007	0.087*	0.139***	—			
9. Future	0.233***	0.275***	0.247***	0.192***	0.218***	0.030	−0.019	0.158***	—		
10. Moral	−0.141***	−0.096*	−0.000	0.155***	−0.070	0.098*	0.187***	−0.028	−0.002	—	
11. CSR	0.095*	0.091*	0.104*	0.062	0.134**	0.001	−0.085*	−0.028	0.144***	−0.030	—
Mean	5.91	5.58	4.84	3.84	4.60	4.02	3.84	4.25	4.54	3.20	3.67
St. Dev	1.47	1.45	1.65	1.55	1.61	1.49	1.64	1.71	1.65	1.68	1.58

Note: $N = 580$. All variables were measured on a 7-point Likert scale; 1 = strongly disagree, 7 = strongly agree.
*$p < 0.05$. **$p < 0.01$. ***$p < 0.001$.

TABLE 3 Results of the simultaneous regression analysis of expected relational benefits, professional stereotypes, and attitudes toward perceived CSR initiatives

Model coefficients—CSR				
Variable	Estimate	SE	t	p
Intercept	2.828	0.407	6.94	<0.001*
Adaptation	0.028	0.068	0.41	0.681
Psychological	−0.028	0.076	−0.37	0.709
Social	0.078	0.052	1.52	0.129
Paternalistic	0.005	0.052	0.09	0.932
Partner	0.062	0.054	1.16	0.248
Subordinate	0.060	0.052	1.15	0.250
Shark	−0.076	0.050	−1.52	0.128
Affinity	−0.059	0.041	−1.43	0.154
Future	0.111	0.042	2.67	0.008*
Moral	−0.016	0.041	−0.40	0.689

$R = 0.208$
$R^2 = 0.0432$
Adjusted $R^2 = 0.0264$
$F = 2.57$ (10, 569) *

*$p < 0.01$.

estimate a model by observing the associations between covariates and criterion variables, between covariates and mediating factors, and between mediating factors and criterion variables. The results of the mediation analysis are presented in Table 4.

To examine the relationship between expected relational benefits (i.e., covariate) and CSR (criterion variable), the complete model indicated a significant, positive total effect of expected relational benefits on CSR mediated by building the future (B = 0.139, z = 2.77; $p < 0.01$). Both component effects were also found to be statistically significant; the effect of expected relational benefits on building the

future had an estimate of 0.379 (z = 7.47; $p = 0.01$), and the effect of building the future on CSR had an estimate of 0.115 (z = 2.81; $p = 0.01$).

Table 5 demonstrates the level of support based on the conducted statistical analyses. Based on various analyses, we found full support for the positive effect of expected relational benefits, namely adaptation (H1a), psychological (H1b), and social (H1c) on perceived CSR initiatives. We also verified the support for H2 that a paternalistic stereotype has a positive impact on the same expected relational benefits of adaptation (H2a), psychological (H2b), and social (H2c). Likewise, H3 was also found to be supported, as a partner stereotype was found to be positively and significantly associated with the expected relational benefits of adaptation (H3a), psychological (H3b), and social (H3c). However, we found no support for H4 and H5, as neither subordinate nor shark stereotypes were negatively associated with expected relational benefits. For H6, we found partial support because only the partner stereotype had a positive and significant impact on CSR perceptions (H6b). The negative effects of stereotypes on CSR are documented by the relationship between shark stereotypes and CSR perceptions (H7b), while subordinate stereotypes had no effect. Thus, we also found partial support for H7. And finally, our mediation model indicated partial support for the mediating effects of attitude toward money on the relationship between expected relational benefits and perceived CSR initiatives. Building the future dimension of attitude toward money is a significant factor mediating the relationship between expected relational benefits and perceived CSR initiatives.

5 | DISCUSSIONS AND IMPLICATIONS

The major objective of the research was to investigate whether CRQ can be viewed as a determinant of CSR perception and effectiveness,

TABLE 4 Results of the mediating effect of attitude toward money on the relationship between expected relational benefits and CSR initiatives

				95% C.I. (a)					
Type	**Effect**	**Estimate**	**SE**	**Lower**	**Upper**		**β**	**z**	**p**
Indirect and total effects									
Indirect	Benefits ⇒ Future ⇒ CSR	0.04628	0.01667	0.01362	0.07895	0.03790	2.777	0.005	
	Benefits ⇒ Affinity ⇒ CSR	−0.01749	0.01136	−0.03976	0.00478	−0.01432	−1.539	0.124	
	Benefits ⇒ Moral ⇒ CSR	0.00259	0.00464	−0.00650	0.01168	0.00212	0.558	0.577	
Component	Benefits ⇒ Future	0.37906	0.05072	0.27964	0.47848	0.29636	7.473	<0.001	
	Future ⇒ CSR	0.12210	0.04082	0.04209	0.20210	0.12789	2.991	0.003	
	Benefits ⇒ Affinity	0.28201	0.05375	0.17666	0.38735	0.21287	5.247	<0.001	
	Affinity ⇒ CSR	−0.06201	0.03852	−0.13751	0.01349	−0.06728	−1.610	0.107	
	Benefits ⇒ Moral	−0.11617	0.05367	−0.22136	−0.01098	−0.08952	−2.165	0.030	
	Moral ⇒ CSR	−0.02229	0.03858	−0.09790	0.05332	−0.02369	−0.578	0.563	
Direct	Benefits ⇒ CSR	0.10795	0.05352	0.00306	0.21284	0.08841	2.017	0.044	
Total	Benefits ⇒ CSR	0.13934	0.05037	0.04061	0.23806	0.11421	2.766	0.006	

Note: Confidence intervals computed with method: Standard (Delta method). Betas are completely standardized effect sizes.

TABLE 5 Summary table of the results of the tested hypotheses

Type	Effect	Relationship	Support
H1	Benefits = > CSR	Positive	Fully supported
H2	Paternalistic = > Benefits	Positive	Fully supported
H3	Partner = > Benefits	Positive	Fully supported
H4	Subordinate = > Benefits	Negative	Not supported
H5	Shark = > Benefits	Negative	Not supported
H6	Paternalistic/Partner = > CSR	Positive	Partially supported
H7	Subordinate/Shark = > CSR	Negative	Partially supported
H8	Benefits = > CSR mediated by Attitude toward money	Positive	Partially supported

contributing to the call to consider customers' cognitive processes in the way they perceive companies' CSR activities (Caputo et al., 2018). The findings support the effect of expected relational benefits on CSR perception. Customers acknowledge and evaluate their banks' CSR activities through the lens of their expected relational benefits, displaying a more holistic view of CSR (Caputo, 2021). Such benefits determine service quality (Hennig-Thurau et al., 2002) are a key part of customer satisfaction (Dimitriadis, 2010) and play a pivotal role in a customer's experience, especially in utilitarian settings such as financial services (Fernandes & Pinto, 2019).

Overall in the banking sector, generating relational benefits in customers' minds improves CSR perception (Martin-Consuegra et al., 2006), making customers instrumental in banks producing a sense of CSR activities (Scuotto et al., 2020). Additionally, the more customers expect relational benefits, the more they praise the relational side of their interactions with a banker and seek advice and proximity from the banker as a person. Hence, for this relational customer segment, the CSR activities initiated by banks are meaningful, allowing these customers to express their social engagement (Caputo et al., 2021). As for customers who have a low level of expected relational benefits, they are deemed transactional and hence indifferent toward their banks' CSR initiatives.

The findings partially support the effect of professional stereotypes on expected relational benefits, corroborating previous studies (Bienfait, 2014; Fiske, 2018). When individuals form paternalistic and partner stereotypes of their bankers, they expect as much adaptation, psychological, and social-relational benefits, which highlights the relational dimension of the banking service (Hobeika, 2021) Such results are aligned with previous research suggesting that customers value benefits that are additional to the core service in the banking setting (Martin-Consuegra et al., 2006). On another note, individuals forming subordinate stereotypes expect no social or psychological relational benefits. Such individuals expect subordinate-type bankers only to do their job. Finally, individuals forming shark stereotypes expect no relational benefits, holding the conviction that their bankers will solely consider their proper interests and career advancement in their customer relationships (Hobeika, 2021). Such stereotypes may not alleviate some customers' existing skepticism regarding their banks' CSR activities (Pérez & del Bosque, 2012).

Regarding the link between professional stereotypes and CSR, customers who view their bankers as partners develop a positive perception of their banks' CSR initiatives. Such customers, through their partner stereotype, identify themselves with their banks (Pérez & del Bosque, 2015), and the latter are ultimately perceived as social institutions (Lazarus, 2012). Customers who view their bankers as

paternalistic or subordinate seem indifferent to the CSR activities initiated by their banks. These two professional stereotypes do not lead customers to identify themselves with their banks. However, when customers view their bankers as sharks, they seem to reject any goodwill from their banks; the latter are merely perceived as profitable institutions (Lazarus, 2012). Overall, the four professional stereotypes can be plotted on a continuum where (1) the partner is the banker's image that would trigger a positive CSR perception; (2) the shark is the banker's image that would drive away any positive CSR perception; and (3) the paternalistic and the subordinate are the bankers' images that would nurture customers' indifference toward CSR activities initiated by their banks.

Finally, regarding the role of attitude toward money, future-oriented customers are those who are relational with their bankers and develop positive perceptions toward CSR activities deployed by their banks. Such customers have a consistent relationship with their bankers and their banks, a relationship also aligned with their beliefs and values. These customers will display more support for their banks' CSR activities (Scuotto et al., 2020). As for customers with an affinity for money or those with a strong moral evaluation, they seem indifferent to whether their banks implement CSR programs.

This present research makes several contributions. From a theoretical standpoint, this article contributes to the relationship marketing literature by suggesting expected relational benefits and professional stereotypes as proxies to capture CRQ. Additionally, this article sheds light on the CSR stream in the literature. It contributes to a better understanding of the factors explaining how CSR initiatives are perceived, hence providing a different angle for capturing customers' perceptions of companies' CSR activities (Wang et al., 2016).

From a managerial standpoint, banks need to acknowledge that managing customers' expectations in terms of relational benefits is key to contributing to sustaining their CSR initiatives (Kim et al., 2018). This will allow them to adopt a bottom-up involvement and participation approach toward shared CSR and sustainability behavior with their customers, while strengthening their social engagement (Caputo et al., 2021). Of particular importance is how customers perceive the way banks manage their CSR activities and the roles of frontline employees in such dynamics. Additionally, bankers need to consider the role of professional stereotypes in shaping customer relationships and their effects on customer behavior, which must be alleviated through marketing actions (Aaker et al., 2010).

CRQ is paramount for banks. Banks, not only in their recruitment and training activities but also with their communication tools, can more successfully manage the professional stereotypes of their employees who interact with current and future customers. Various professional stereotypes have diverse consequences when it comes to relational benefits and the way customers perceive banks' CSR activities. As part of their social and intellectual capital transparency demarche (Rossi et al., 2021), banks wishing to communicate about CSR may emphasize the banker as a partner who is a good helper for savings in a bank with CSR initiatives.

Overall, these research results invite bankers to segment their customers based on professional stereotypes, expected relational benefits, and attitudes toward money variables. The segment of customers displaying a partner or paternalistic stereotype, expecting high levels of relational benefits, and with a money attitude oriented toward building the future, will be more receptive to CSR. Bankers targeting this segment will gain by feeding customers with information about all types of CSR activities implemented by their banks, through direct marketing, campaigns awareness, and during appointments with their clients; this will reinforce their differentiation and improve customer loyalty.

Finally, because the banking sector is specific, it is also important to acknowledge customers' attitudes toward money. Overall, bankers need to find the right combination of external CSR initiatives and a company's internal abilities (Luo & Bhattacharya, 2006). Bankers also need to manage all associations that individuals have about them, especially regarding their social responsibilities and abilities (Brown & Dacin, 1997). Such strategic actions will contribute to enhancing corporate social performance (Wood, 2010).

6 | LIMITATIONS AND FUTURE RESEARCH AVENUES

This research has some limitations. From a theoretical perspective, while some concepts have been widely used in past studies (e.g., relational benefits) (Gremler et al., 2020), it appears that other concepts need further investigation. For instance, stereotypes in general (Fiske, 2018) in the banking sector (Hobeika, 2021) are somewhat subjective, perceptual, and context-specific. Hence, the typology used herein could limit the results' generalizability.

Additionally, even though a good CRQ is beneficial for customers' perceptions of their banks' CSR initiatives, this does not prevent banks' companies from performing poorly on social and environmental levels. In the same vein, banks with great achievements in the CSR field do not necessarily have them in the CRQ field. Future research may go beyond considering CSR perceptions (i.e., customers are asked to reveal their awareness and opinions on their banks' overall CSR activities; see, Matute-Vallejo et al., 2011) and investigate how expected CRQ may affect banks' CSR performance (i.e., banks' scores on ESG indicators) (Wang et al., 2018).

From a methodological perspective, as CSR is a complex construct, other measures could consider the three pillars and/or the ESG components (Latif & Sajjad, 2018) to better capture the construct's multidimensionality (Pérez & del Bosque, 2013). Additionally, the level of knowledge and experience of CSR initiatives (Gangi et al., 2019) launched by their banks needs to be examined.

From an empirical perspective, this present study was conducted without distinguishing among the banks. Future studies may consider comparing different banks, such as savings versus commercial banks (Pérez & del Bosque, 2015) and traditional versus digital banks (Mbama & Ezepue, 2018). Additionally, as mentioned in the literature review, some concepts, such as attitudes toward money, can be country-specific (Rose et al., 2016). Hence, international comparisons could enrich the findings of the present study.

As the banking sector is a specific industry, the analysis of perceived CSR initiatives could be further investigated. With the growing digitalization of banking activities, new research could replicate this study in an online context. As customers do not interact directly with frontline employees, it might be of interest to analyze how interactions with chatbots and/or virtual agents might influence the perceived CSR initiatives of online banking (Adam et al., 2020). Finally, the banking industry holds a precise corporate image and identity (Pérez & del Bosque, 2012), which is strongly pervaded with professional stereotypical features (Hur & Kim, 2020; Tosun, 2020; Willems, 2020); future studies may contrast the findings with other industries.

REFERENCES

Aaker, J., Vohs, K. D., & Mogilner, C. (2010). Nonprofits are seen as warm and for-profits as competent: Firm stereotypes matter. *Journal of Consumer Research*, 37(2), 224–237. https://doi.org/10.1086/651566

Adam, M., Wessel, M., & Benlian, A. (2020). AI-based chatbots in customer service and their effects on user compliance. *Electronic Markets.*, 31, 427–445. https://doi.org/10.1007/s12525-020-00414-7

Aguinis, H., & Glavas, A. (2012). What we know and don't know about corporate social responsibility: A review and research agenda. *Journal of Management*, 38(4), 932–968. https://doi.org/10.1177/0149206311436079

Aljarah, A., Emeagwali, L., Ibrahim, B., & Ababneh, B. (2018). Does corporate social responsibility really increase customer relationship quality? A meta-analytic review. *Social Responsibility Journal.*, 16(1), 28–49. https://doi.org/10.1108/SRJ-08-2018-0205

Ashmore, R. (2015). *An implicit personality theory formulation of sex stereotypes in cognitive processes in David L. Hamilton, stereotyping and intergroup behavior*. Psychology Press.

Babin, B.-J., Boles, J., & Darden, J. (1995). Salesperson stereotypes, consumer emotions, and their impact on information processing. *Journal of the Academy of Marketing Science*, 23(2), 94–105. https://doi.org/10.1177/0092070395232002

Barnes, J. G., & Howlett, D. M. (1998). Predictors of equity in relationships between financial services providers and retail customers. *International Journal of Bank Marketing*, 16(1), 15–23. https://doi.org/10.1108/02652329810197762

Beneke, J., Wannke, N., Pelteret, E., Tladi, T., & Gordon, D. (2012). Don't bank on it: Delineating the relationship between corporate social responsibility and retail banking affinity. *South African Journal of Business Management*, 43(1), 45–56. https://hdl.handle.net/10520/EJC22434

Berens, G., Van Riel, C. B., & Van Rekom, J. (2007). The CSR-quality trade-off: When can corporate social responsibility and corporate ability compensate each other? *Journal of Business Ethics*, 74(3), 233–252. https://doi.org/10.1007/s10551-006-9232-0

Bhattacharya, C. B., Korschun, D., & Sen, S. (2009). Strengthening stakeholder–company relationships through mutually beneficial corporate social responsibility initiatives. *Journal of Business Ethics*, 85(2), 257–272. https://doi.org/10.1007/s10551-008-9730-3

Bhattacharya, C. B., & Sen, S. (2003). Consumer–company identification: A framework for understanding consumers' relationships with companies. *Journal of Marketing*, 67(2), 76–88. https://doi.org/10.1509/jmkg.67.2.76.18609

Bhattacharya, C. B., & Sen, S. (2004). Doing better at doing good: When, why, and how consumers respond to corporate social initiatives. *California Management Review*, 47(1), 9–24. https://doi.org/10.2307/41166284

Bienfait, M. (2014). *L'impact des stéréotypes sur les relations de services [The impact of stereotypes on services relationship]*. Saint Louis University.

Bitner, M. J., Booms, B. H., & Mohr, L. A. (1994). Critical service encounters: The employee's viewpoint. *Journal of Marketing*, 58(4), 95–106. https://doi.org/10.1177/002224299405800408

Bitner, M., Booms, B., & Tetreault, M. (1990). The service encounter: diagnosing favorable and unfavorable incidents. *Journal of Marketing*, 54, 71–84.

Brown, T. J., & Dacin, P. A. (1997). The company and the product: Corporate associations and consumer product responses. *Journal of Marketing*, 61(1), 68–84. https://doi.org/10.1177/002224299706100106

Business Roundtable. (2019, February 25). Business roundtable redefines the purpose of a corporation to promote 'an economy that serves all Americans'. https://www.businessroundtable.org/business-roundtable-redefines-the-purpose-of-a-corporation-to-promote-an-economy-that-serves-all-americans

Caputo, F. (2021). Towards a holistic view of corporate social responsibility. The antecedent role of information asymmetry and cognitive distance. *Kybernetes*, 50(3), 639–655. https://doi.org/10.1108/K-01-2020-0057

Caputo, F., Carrubbo, L., & Sarno, D. (2018). The influence of cognitive dimensions on the consumer-SME relationship: A sustainability-oriented view. *Sustainability*, 10(9), 3238. https://doi.org/10.3390/su10093238

Caputo, F., Scuotto, V., Papa, A., & Del Giudice, M. (2021). From sustainability coercion to social engagement: The turning role of corporate social responsibility. *Corporate Governance and Research & Development Studies*, 2, 15–31. https://doi.org/10.3280/cgrds2-2020oa10558

Carroll, A. B. (1999). Corporate social responsibility: Evolution of a definitional construct. *Business & Society*, 38(3), 268–295. https://doi.org/10.1177/000765039903800303

Caruana, A., Vella, J., Konietzny, J., & Chircop, S. (2018). Corporate greed: Its effect on customer satisfaction, corporate social responsibility and corporate reputation among bank customers. *Journal of Financial Services Marketing*, 23(3), 226–233. https://doi.org/10.1057/s41264-018-0050-0

Cillo, V., Petruzzelli, A. M., Ardito, L., & Del Giudice, M. (2019). Understanding sustainable innovation: A systematic literature review. *Corporate Social Responsibility and Environmental Management*, 26(5), 1012–1025. https://doi.org/10.1002/csr.1783

Colgate, M., & Hedge, R. (2001). An investigation into the switching process in retail banking services. *International Journal of Bank Marketing*, 19(5), 201–212. https://doi.org/10.1108/02652320110400888

Crosby, L., Evans, K., & Cowles, D. (1990). Relationship quality in services selling: An interpersonal influence perspective. *Journal of Marketing*, 54(3), 68–81. https://doi.org/10.1177/002224299005400306

Crosby, L., & Stephens, N. (1987). Effects of relationship marketing on satisfaction, retention, and prices in the life insurance industry. *Journal of Marketing Research*, 24(4), 404–411. https://doi.org/10.1177/002224378702400408

Dabic, M., Colovic, A., Lamotte, O., Painter-Morland, M., & Brozovic, S. (2016). Industry-specific CSR: analysis of 20 years of research. *European Business Review*, 28(3), 250–273. https://doi.org/10.1108/EBR-06-2015-0058

Daub, C.-H., & Ergenzinger, R. (2005). Enabling sustainable management through a new multi-disciplinary concept of customer satisfaction. *European Journal of Marketing*, 39(9/10), 998–1012. https://doi.org/10.1108/03090560510610680

Deloitte. (2019a, February 25). #DeloitteESGnow—Sustainability disclosure goes mainstream. Heads Up, Volume 26, Issue 21 (September 24). https://www2.deloitte.com/us/en/pages/audit/articles/hu-sustainability-disclosure-goes-mainstream.html

Deloitte. (2019b, February 25). Do sustainable banks outperform? Driving value creation through ESG practices. http://www.gabv.org/wp-content/uploads/Do-sustainable-banks-outperform.pdf

Dimitriadis, S. (2010). Testing perceived relational benefits as satisfaction and behavioral outcomes drivers. *International Journal of Bank Marketing*, 28(4), 297–313. https://doi.org/10.1108/02652321011054981

Fernandes, T., & Pinto, T. (2019). Relationship quality determinants and outcomes in retail banking services: The role of customer experience.

Journal of Retailing and Consumer Services, *50*, 30–41. https://doi.org/10.1016/j.jretconser.2019.01.018

Fiske, S. T. (2018). *Social beings: Core motives in social psychology* (4th ed.). Wiley.

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

GABV. (2020). Real economy—Real returns: The business case for values-based banking. Research on performance through yearend 2018. Global alliance for banking on values report. http://www.gabv.org/wp-content/uploads/GABV-Real-Economy-Real-Returns-20192175.pdf

Gangi, F., Mustilli, M., & Varrone, N. (2019). The impact of corporate social responsibility (CSR) knowledge on corporate financial performance: Evidence from the European banking industry. *Journal of Knowledge Management.*, *23*(1), 110–134. https://doi.org/10.1108/JKM-04-2018-0267

Gremler, D. D., Van Vaerenbergh, Y., Brüggen, E. C., & Gwinner, K. P. (2020). Understanding and managing customer relational benefits in services: A meta-analysis. *Journal of the Academy of Marketing Science.*, *48*, 565–583. https://doi.org/10.1007/s11747-019-00701-6

Gwinner, K. P., Gremler, D. D., & Bitner, M. J. (1998). Relational benefits in services industries: The customer's perspective. *Journal of the Academy of Marketing Science*, *26*(2), 101–114. https://doi.org/10.1177/0092070398262002

Hennig-Thurau, T., Gwinner, K. P., & Gremler, D. D. (2002). Understanding relationship marketing outcomes: An integration of relational benefits and relationship quality. *Journal of Service Research*, *4*(3), 230–247. https://doi.org/10.1177/1094670502004003006

Hilton, J., & Von Hippel, W. (1996). Stereotypes. *Annual Review of Psychology*, *47*, 237–271.

Hobeika, J. (2021). Measuring stereotypes in the banking industry—An application to client relational benefits. *International Journal of Bank Marketing*, *39*(7), 1292–1309. https://doi.org/10.1108/IJBM-08-2020-0431

Holmlund, M., & Kock, S. (1996). Relationship marketing: The importance of customer-perceived service quality in retail banking. *The Service Industries Journal*, *16*(3), 287–304. https://doi.org/10.1080/02642069600000029

Huang, C. C., Yen, S. W., Liu, C. Y., & Huang, P. C. (2014). The relationship among corporate social responsibility, service quality, corporate image and purchase intention. *International Journal of Organizational Innovation*, *6*(3), 68–84. https://doi.org/10.5539/ijms.v7n5p33

Hur, W.-M., & Kim, Y. (2020). Customer reactions to bank hypocrisy: The moderating role of customer–company identification and brand equity. *International Journal of Bank Marketing*, *38*(7), 1553–1574. https://doi.org/10.1108/IJBM-04-2020-0191

Ivens, B. S., Leischnig, A., Muller, B., & Valta, K. (2015). On the role of brand stereotypes in shaping consumer response toward brands: An empirical examination of direct and mediating effects of warmth and competence. *Psychology & Marketing*, *32*(8), 808–820. https://doi.org/10.1002/mar.20820

Japutra, A., Molinillo, S., & Wang, S. (2018). Aesthetic or self-expressiveness? Linking brand logo benefits, brand stereotypes and relationship quality. *Journal of Retailing and Consumer Services*, *44*, 191–200. https://doi.org/10.1016/j.jretconser.2018.06.015

Kim, M., Kim, B., & Oh, S. (2018). Relational benefit on satisfaction and durability in strategic corporate social responsibility. *Sustainability*, *10*(4), 1104. https://doi.org/10.3390/su10041104

Korschun, D., Bhattacharya, C. B., & Swain, S. D. (2014). Corporate social responsibility, customer orientation, and the job performance of front-line employees. *Journal of Marketing*, *78*(3), 20–37. https://doi.org/10.1509/jm.11.0245

Kottler, P., & Lee, N. (2005). *Corporate social responsibility: Doing the most good for your company and your cause*. John Wiley & Sons.

Latif, K. F., & Sajjad, A. (2018). Measuring corporate social responsibility: A critical review of survey instruments. *Corporate Social Responsibility*

and Environmental Management, *25*(6), 1174–1197. https://doi.org/10.1002/csr.1630

Lazarus, J. (2012). *L'épreuve de l'argent, banques, banquiers, clients* [The money test, banks, bankers, clients]. Editions Calmann Levy.

Luo, X., & Bhattacharya, C. B. (2006). Corporate social responsibility, customer satisfaction, and market value. *Journal of Marketing*, *70*(4), 1–18. https://doi.org/10.1509/jmkg.70.4.001

Macintosh, G. (2007). Customer orientation, relationship quality, and relational benefits to the firm. *Journal of Services Marketing*, *21*(3), 150–159. https://doi.org/10.1108/08876040710746516

Mandhachitara, R., & Poolthong, Y. (2011). A model of customer loyalty and corporate social responsibility. *Journal of Services Marketing*, *25*(2), 122–133. https://doi.org/10.1108/08876041111119840

Martin-Consuegra, D., Molina, A., & Esteban, A. (2006). The customers' perspective on relational benefits in banking activities. *Journal of Financial Services Marketing*, *10*(4), 98–108. https://doi.org/10.1057/palgrave.fsm.4760023

Matute-Vallejo, J., Bravo, R., & Pina, J. M. (2011). The influence of corporate social responsibility and price fairness on customer behaviour: Evidence from the financial sector. *Corporate Social Responsibility and Environmental Management*, *18*(6), 317–331. https://doi.org/10.1002/csr.247

Mbama, C. I., & Ezepue, P. O. (2018). Digital banking, customer experience and bank financial performance. *International Journal of Bank Marketing.*, *36*(2), 230–255. https://doi.org/10.1108/IJBM-11-2016-0181

McPherson, S. (2020, February 25). *Corporate responsibility: What to expect in 2020*. Forbes. https://www.forbes.com/sites/susanmcpherson/2020/01/09/corporate-responsibility-what-to-expect-in-2020/#7375ec051974

Mercanti-Guérin, M. (2011). Crise du secteur bancaire et portrait de la banque idéale. *La Revue des Sciences de Gestion*, *3*, 57–64. https://doi.org/10.3917/rsg.249.0057

Morgan, R. M., & Hunt, S. D. (1994). The commitment-trust theory of relationship marketing. *Journal of Marketing*, *58*(3), 20–38. https://doi.org/10.1177/002224299405800302

Parasuraman, A., Zeithaml, V., & Berry, L. (1985). A conceptual model of service quality and its implications for future research. *Journal of Marketing*, *41-50*, 41–50. https://doi.org/10.1177/002224298504900403

Peloza, J., & Shang, J. (2011). How can corporate social responsibility activities create value for stakeholders? A systematic review. *Journal of the Academy of Marketing Science*, *39*(1), 117–135. https://doi.org/10.1007/s11747-010-0213-6

Pérez, A., & del Bosque, I. R. (2012). The role of CSR in the corporate identity of banking service providers. *Journal of Business Ethics*, *108*(2), 145–166. https://doi.org/10.1007/s10551-011-1067-7

Pérez, A., & del Bosque, I. R. (2013). Measuring CSR image: Three studies to develop and to validate a reliable measurement tool. *Journal of Business Ethics*, *118*(2), 265–286. https://doi.org/10.1007/s10551-012-1588-8

Pérez, A., & del Bosque, I. R. (2015). Customer responses to the CSR of banking companies. *Journal of Product & Brand Management.*, *24*(5), 481–493. https://doi.org/10.1108/JPBM-12-2014-0759

Rose, G., & Orr, L. (2007). Measuring and exploring symbolic money meanings. *Psychology & Marketing*, *24*(9), 743–761. https://doi.org/10.1002/mar.20182

Rose, G. M., Bakir, A., & Gentina, E. (2016). Money meanings among French and American adolescents. *Journal of Consumer Marketing.*, *33*(5), 364–375. https://doi.org/10.1108/JCM-07-2015-1497

Rossi, M., Festa, G., Chouaibi, S., Fait, M., & Papa, A. (2021). The effects of business ethics and corporate social responsibility on intellectual capital voluntary disclosure. *Journal of Intellectual Capital*, *22*(7), 1–23. https://doi.org/10.1108/JIC-08-2020-0287

Sabadie, W. and Prim-Allaz, I. (2005). Orientation relationnelle sociale et autonomie: facteurs explicatifs du choix des modes de contact

[Relational and social orientation and autonomy: explanatory factors for selecting contact modes]. *Actes des 1e Journées de Recherche en Marketing IRIS*, IAE de Lyon, 4-5 avril.

Sales-Wuillemin, É. (2006). *La catégorisation et les stéréotypes en psychologie sociale [Categorization and stereotypes in social psychology]*. Dunod.

Scuotto, V., Garcia-Perez, A., Cillo, V., & Giacosa, E. (2020). Do stakeholder capabilities promote sustainable business innovation in small and medium-sized enterprises? Evidence from Italy. *Journal of Business Research*, *119*, 131–141. https://doi.org/10.1016/j.jbusres.2019.06.025

Sen, S., & Bhattacharya, C. B. (2001). Does doing good always lead to doing better? Consumer reactions to corporate social responsibility. *Journal of Marketing Research*, *38*(2), 225–243. https://doi.org/10.1509/jmkr.38.2.225.18838

Tosun, P. (2020). Unethical sales practices in retail banking. *International Journal of Bank Marketing*, *38*(6), 1305–1327. https://doi.org/10.1108/IJBM-02-2020-0074

Urbain, C. (2000). L'attitude à l'égard de l'argent: une première tentative de validation de deux échelles de mesure américaines dans un contexte culturel français. *Recherche et Applications Marketing*, *15*(3), 3–28. https://doi.org/10.1177/076737010001500301

Wang, H., Tong, L., Takkeuchi, R., & George, G. (2016). Corporate social responsibility: An overview and new research directions: Thematic issue on corporate social responsibility. *Academy of Management Journal.*, *59*(2), 534–544. https://doi.org/10.5465/amj.2016.5001

Wang, Z., Hsieh, T. S., & Sarkis, J. (2018). CSR performance and the readability of CSR reports: Too good to be true? *Corporate Social Responsibility and Environmental Management*, *25*(1), 66–79. https://doi.org/10.1002/csr.1440

Willems, J. (2020). Public servant stereotypes: It is not (at) all about being lazy, greedy and corrupt. *Public Administration*, *98*(4), 807–823. https://doi.org/10.1111/padm.12686

Wood, D. J. (2010). Measuring corporate social performance: A review. *International Journal of Management Reviews*, *12*(1), 50–84. https://doi.org/10.1111/j.1468-2370.2009.00274.x

Yzerbyt, V., & Schadron, G. (1996). *Connaître et juger autrui: Une introductionà la cognition sociale*. Presses Universitaires de Grenoble. ISBN:2706106530.

Zollinger, M., & Lamarque, E. (1999). *Marketing et stratégie de la banque* (3e édition ed.). Dunod.