

**Corporate Social Responsibility as an Augmented  
Corporate Heritage Identity Trait- a Case Study of the  
Jordanian Banking sector**

**A thesis submitted for the degree of  
Doctor of Philosophy**

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**Volume I**

Definitions:

Corporate heritage: "... all the trait and aspects of an organization that links its past, present, and future in a meaningful and relevant way." (Burghausen and Balmer, 2014b, p. 349).

Corporate heritage identities: "those institutional traits which have remained meaningful and invariant over the passage of time and, as such, a corporate heritage identity viewed as being part of the past, present and future." (Balmer, 2011, p. 1385).

Augmented corporate heritage role identities: the corporate heritage identities which are imbued with non-institutional role identities such as the temporal, territorial, cultural, social and ancestral identities (Balmer, 2011b; 2013).

## **Abstract**

This phenomenological study advances the theoretical notion of augmented corporate heritage role identities through the introduction of the substantive and analytically generalisable theory of Corporate Social Responsibility (CSR) augmented corporate heritage identity trait. This theory identifies the CSR philosophy as an augmented role identity. The contributions of the thesis are derived from an empirical, theory-building, qualitative case study conducted within three Jordanian banks.

This theory shows that the early corporate adoption of the CSR philosophy, which entails a desire to have a broad positive impact on a socio-spatial context, drives the corporate CSR philosophy and practice to become infused with non-institutional, socio-spatial identities. Moreover, this infusion shapes the philosophy and the practice into specific CSR heritage identity traits.

The theoretical contribution of the study is significant in that it empirically confirms the existence of the CSR augmented corporate heritage identity trait phenomenon within relatively nascent contexts. Moreover, it also reveals a high interdependence between the nature of an institution's corporate heritage identity and the identities and characteristics of that institution's social-spatial contexts. This interdependence is shown to be a natural selector which determines which corporate identity traits become imbued with corporate heritage augmented role identity significance.

This contribution is achieved through a study which adopts a corporate heritage identity perspective on the CSR practices of three Jordanian banks. The adoption of this perspective on CSR practices was found to be justifiable on the basis of a critical literature review.

Additionally, the study is of instrumental relevance to the developing world's corporate institutions as it shows that despite their nascent nature they may be incubating corporate heritage identities which are firmly anchored through their extended developmental impact within their surroundings. Furthermore, the thesis identifies several avenues for future research which pave the way towards a CSR augmented corporate heritage identity theory specific to the developing world's corporate institutions.

## Declaration

I declare that this thesis is the result of my own independent research and that all sources have been duly acknowledged. The work presented here has not been submitted to any other institute of learning in support of any other degree or qualification.

Some of the material presented herein has already been presented in the form of the following conference papers:

Al-Amad, A., and Balmer, J.M.T., (2018) 'Corporate social responsibility (CSR) as a corporate heritage identity trait: senior managers' cognitions within the Jordanian banking sector', the 7th International Symposium on Corporate Heritage, ESCE International Business School, Paris, June, 2018.

Al-Amad, A., Scandeliuss, C., and Syed Alwi, S., (2016) 'Can corporate heritage reduce stakeholders' CSR scepticism? An exploratory study', the 6th International Symposium on Corporate Heritage, Aix-Marseille Graduate School of Management (IAE), Aix-en-Provence, Marseille, April, 2016.

A handwritten signature in black ink that reads "Amjad Al-Amad". The signature is written in a cursive style and is underlined with a single horizontal line.



## Acknowledgements

“...Say: ‘Are those equal, those who know and those who do not know? It is those who are endowed with understanding that receive admonition’”. (Qur’an, 39:9)

*“He who does not thank people has not thanked Allaah.”*

*Prophet Mohammad - peace be upon him (Al-Albaani: Saheeh)*

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# **Chapter One: Introduction**

## **1.1 Introduction**

This chapter presents an overview of this doctoral thesis. It details the core discipline which the thesis belongs to and the literature it builds on. It also details the purpose and focus of the thesis, its empirical contexts and research methodology, and outlines its main contributions to the research.

The overview is presented in sections, each of which focuses on one or more of the aspects mentioned above. The first section outlines the background to the specific topic of the thesis and states the research problem it addresses, while the second section identifies important research gaps in the literature which the thesis seeks to fill. The third section then presents the researcher's motives for undertaking the research and the purpose of this study. This is followed by a brief outline of the methodological framework of the thesis, after which its background is discussed in terms of its empirical social and industrial contexts. The sixth section introduces the main contributions made by the study, and the chapter concludes by presenting the structure of the thesis.

## **1.2 Background to the study and statement of the research problem**

'Corporate heritage' is defined as "... all the traits and aspects of an organisation that link its past, present, and future in a meaningful and relevant way." (Burghausen and Balmer, 2014b, p. 394), and is a concept which was first introduced by Balmer et al. (2006) in their seminal corporate marketing article on the European constitutional monarchies.



It relates to a phenomenon which is widespread, but which is found in a specific type of organisation or brand, either profit-seeking or non-profit seeking (e.g. Curran et al., 2016). It is now widely believed that some institutions and brands have valuable intrinsic characteristics which are inherited, and which if appropriately activated and managed can be a source of sustainable competitive advantage (Byrom and Lehman, 2009; Hakala et al., 2011; Wiedmann et al., 2011a, 2011b; Hudson, 2011). These characteristics are in fact elements of an institution's or brand's past which are distinctive by virtue of their significant relevance and usefulness to the institution's or brand's present and the ongoing needs and challenges it continues to face (Urde et al., 2007; Balmer, 2011b; Burghausen and Balmer, 2014b).

Recently, discussion of this phenomenon has gained increasing momentum as more and more scholars are turning their attention to this nascent but promising research topic. So far, these scholars have successfully confirmed the managerial and marketing importance of this corporate marketing notion (e.g. Urde et al., 2007; Balmer, 2011a, 2011b, 2013; Hudson, 2011; Hakala et al., 2011; Blombäck and Scandeliuss, 2013; Burghausen and Balmer, 2014a, 2014b, 2015; Wiedmann et al., 2011a, 2011b, 2013; Balmer and Chen, 2015; Urde and Greyser, 2015; Rindell et al., 2015; Balmer and Burghausen, 2015a, 2015b, 2018; Cooper et al., 2015; Roes et al., 2016; Santos et al., 2016; Pecot et al., 2018), and the research findings indicate that corporate heritage reflects authenticity, credibility and reliability in the market and can result in stakeholders forming a very positive view (i.e. affinity) of corporations and brands (Balmer et al., 2006; Urde et al., 2007; Hudson, 2011; Balmer, 2011b; Schmidt et al., 2015; Balmer and Chen, 2015; Rose et al., 2016).

In fact, an in-depth look at the literature on the corporate heritage concept suggests that there is a consensus among scholars on the benefits of the corporate heritage concept mentioned above. However, that look can also tell a different story when it comes to any discussion of the theoretical underpinnings of the phenomenon, its specifications and variations, and the way it interacts with other marketing concepts and with the environment of the organisation (see Urde et al., 2007; Banerjee, 2008; Balmer, 2011b, 2013; Hakala et al., 2011; Wiedmann et al., 2011; Balmer, 2013; Pecot and Barnier, 2017). Consequently, the reader of this literature will inevitably encounter some moments of confusion and blurred vision in trying to understand the structure, concepts, and conceptualisations of the topic. Writers on the topic have

for the most part studied the phenomenon on four different but interconnected levels: institutional, corporate brand, product brand, and - most recently - the organisational level. In this, they have followed different approaches, and sometimes used different concepts interchangeably without sufficient differentiation (Pecot and De Barnier, 2017).

Apparently, the foundational importance of the longevity element (Urde et al, 2007; Balmer, 2013), or the consistent continuity over the years for others ( such as Hakala et al., 2011, p. 449-450; Gill and Broderick, 2014), of the corporate heritage characteristics and aspects is a unanimously agreed-upon point. However, probably due to its inherited relative nature, it has always been a controversial element and a matter of dispute among writers on this topic whenever the discussion focuses on the threshold at which these corporate and brand characteristics evolve to become something of corporate heritage value (Urde et al., 2007, p. 10; Hudson, 2011, p. 1,549; Hakala et al., 2011, p. 449; Balmer, 2013; Pecot and De Barnier, 2017). This dispute can probably be attributed to the fact that the literature has largely focused on very old corporate institutions and brands. These institutions and brands are significantly older than the minimum threshold of Balmer's (2013) tri-generation criterion, which he specifies as 50 years, and than the one - two generations criterion set by Urde et al. (2007). Additionally, these institutions have been selected from social (i.e. country) contexts which have existed for a long time (see appendix 1.1 and 1.2).

Because of its current status as a nascent and underdeveloped research area, corporate heritage is seen as a broad topic with potential links to other marketing and non-marketing concepts and literature (Balmer and Burghausen, 2015a, p. 381). It can thus be expected to witness an accelerated rate of theoretical and empirical development which will benefit from other more mature and well developed areas of literature. At the same time, however, it might also be expected to yield many groundbreaking contributions to related concepts and research areas (Balmer and Burghausen, 2015a, p. 381). The Corporate Social Responsibility (CSR) concept (Caroll, 1979; 1991) and research domain, including the sub-topics of CSR communications and CSR scepticism (see Öberseder et al., 2013; Van Rekom et al., 2014; Skard and Thorbjørnsen, 2013; Pang et al., 2017) is an example of a research domain which can be argued to have a mutually beneficial relationship with the corporate heritage concept. This is partially because they are both corporate-level concepts (Balmer, 2011c; Balmer, 2013; Bruhn and

Zimmermann, 2017; Sanclemente-Téllez, 2017) and socially constructed phenomena which are ontologically and epistemologically dependent on people's subjective perceptions (see Eweje, 2007; McShane and Cunningham, 2012; Öberseder et al., 2013; Jamali et al., 2017 for CSR and CSR perceptions and scepticism, and Rindell, 2013; Rindell et al., 2015; Balmer and Chen, 2015 for corporate heritage). In fact, CSR seems to be an integral aspect of the corporate heritage notion and its emerging theory, and the corporate heritage literature currently available includes several references to the alleged integrality of CSR as an aspect of the corporate heritage phenomenon.

For example, three of Balmer et al.'s (2006, pp. 144-147) five essential elements of the Swedish crown as a corporate heritage brand clearly have aspects of corporate brand social responsibility, and these are Relevance, Responsiveness and Respected. Moreover, Balmer (2011a) emphasises the importance of showing sensitivity to the public's concerns and demonstrating empathy for environmental concerns as two of the five most important activities for the prudent management of corporate heritage brands. Balmer's (2013, p. 315) definition of the corporate heritage marketing notion also has a clear CSR focus. According to him, corporate heritage marketing is an organisation-wide philosophy which is partially underpinned by a CSR/ethics-related mindset which a corporate heritage institution demonstrates by assuming ongoing CSR roles and responsibilities within its socio-spatial surroundings.

In addition to this, the CSR literature includes some allusions to the rationality of adopting a corporate heritage perspective on the company's CSR practices. These allusions clearly indicate that CSR practice is much older than it seems to be, and that many of its current forms and aspects have been in use for a quite long time now. For example, Caulfield (2013), Husted (2015) and Loison et al. (2018) show that many CSR initiatives nowadays are noticeably similar to what older businesses used to practice in support of their communities. This interesting finding could be explained by the fact that many of the contemporary world's troubles and challenges are old rather than new, and so they have been somehow encountered by businesses throughout history (Husted, 2015).

Yet despite these allusions to the centrality of CSR to the corporate heritage concept and the rationality of adopting a corporate heritage perspective on CSR, there have so far been few empirical attempts in the literature (Blombäck and

Scandeliuss, 2013; Gill and Broderick, 2014; Uralman and Selvi-Taşdan, 2017) which focus primarily on establishing a link between these two corporate-level concepts, and it should be noted that none of these studies has probed the integrality of CSR to the corporate heritage phenomenon or examined CSR through a corporate heritage lens. Therefore, a thorough and grounded examination of the relationship between the concepts seems to be an endeavour which is justified and needed.

The next section provides a fuller and more detailed exploration of the research gaps which this thesis seeks to fill.

### **1.3 The research gaps addressed by this study**

Against this background and the statement of the research problem, the researcher conducted a review of the literature, which revealed four specific research gaps.

The first of these research gaps, and the one which is the most important in the context of this research, is the paucity of empirical and conceptual research which examines the relationship between CSR and corporate heritage identity. In fact, this study argues that companies' CSR practices can be examined through the corporate heritage identity lens (Balmer, 2011b, 2013). Such an examination seems not only to be justified but also sorely needed. This is because it is expected to show that CSR is a standalone and significant corporate heritage identity. Arriving at such a major finding would offer useful support for companies in meeting the CSR communication challenge (see Vanhamme and Grobben, 2009; Arvidsson, 2010; Du et al., 2010; Pérez and Del Bosque, 2012; Elving and Kartal, 2012; Van Rekom et al., 2014; Skard and Thorbjørnsen, 2013; Alhouti et al., 2016; Pang et al., 2017; del Mar García and Perez, 2018), and in their struggle against the hurdle of CSR scepticism (see Elving, 2013; Van Rekom et al., 2014; Mazutis and Slawinski, 2015; Connors et al., 2017; Zhang and Hanks, 2017; Chung, 2018; Manika et al., 2018).

The second research gap relates to the overwhelming focus on quite old corporate institutions in the corporate heritage identity research. While this focus is to be welcomed in that it is completely in line with the original conceptualisation of the

topic (see Balmer, 2013, p. 308) in relation to the longevity (i.e. tri-generational hereditary) criterion of corporate heritage institutions, and has thus helped to accelerate the theoretical development of the topic, it should be also criticised for its negligence of corporate institutions which meet the lowest threshold of Balmer's criterion (see Appendix 1.2). Including these corporate institutions in an examination of the corporate heritage identity concept is necessary. Such an examination can help further refine the conceptualisation and the general theory of corporate heritage identity.

Similarly but at the same time differently, the third gap relates to the literature's (i.e. on both the corporate heritage in general and corporate heritage identity in particular) overwhelming preoccupation with corporate institutions and brands within established social contexts (i.e. old countries) rather than new social contexts (i.e. young countries), developed rather than developing, and western rather than eastern countries (see Appendix 1.1 and 1.2). An institution's corporate heritage identity is believed to have an interdependent relationship with the identities and characteristics of its socio-spatial context (Burghausen and Balmer, 2014a). It is therefore necessary to examine the corporate heritage phenomenon within these neglected contexts. These contexts can reasonably be expected to have different socioeconomic, sociocultural and socio-political identities and characteristics which may have a unique impact on the nature of the phenomenon.

The fourth and final research gap which this thesis addresses is a noticeable lack of corporate heritage research conducted within the context of the banking sector. The review of the literature identifies only three corporate heritage studies within the context of banking institutions (Urde et al., 2007; Bargenda, 2015; Uralman and Selvi-Taşdan, 2017). What is more, all these studies are brand heritage studies, which although it is a corporate heritage research topic, is nevertheless very different from the corporate heritage identity research topic. Moreover, the examination of banks in these studies either has a narrow research focus such as heritage architectures (Bargenda, 2015) and corporate brand heritage communication (Uralman and Selvi-Taşdan, 2017), or is limited in scope (as in Urde et al., 2007 in which one bank only is examined in a cross-industrial study). According to Bargenda (2015) and others (Breton and Coîte', 2006; Dunkley, 2015; The Economist, 2018), banks have been facing major reputational and legitimacy challenges, especially since the global financial crisis of 2008. Therefore, because of the generally acknowledged authenticity, credibility and trustworthiness of

corporate heritage institutions and brands (Balmer et al., 2006; Urde et al., 2007; Hudson, 2011; Balmer, 2011b; Schmidt et al., 2015; Balmer and Chen, 2015; Rose et al., 2016) banks would benefit from a thoroughly researched examination of corporate heritage identity. What is more, this would be of even greater benefit if, as is hoped, such an examination were able to pinpoint a corporate heritage identity which is specific to CSR for banks.

Having detailed the research gaps which this thesis aims to address, the researcher now moves on to describe the motivation and purpose of the thesis and to specify the research question.

## **1.4 The motivation for this study, its purpose, and the research question**

### **1.4.1 Motivation**

The primary motivation behind this thesis is somewhat personal. Coming from Jordan, which is a developing country in the Middle East which has continuously faced economic challenges, the researcher has always been concerned about the poor living conditions of his people. Because of this, he has always admired the concept of corporate social responsibility (CSR) and the practices it advocates, which he believes have played a significant role in supporting the needy Jordanian community.

However, because he was also a junior member of staff of the Yarmouk University marketing department, the researcher also subscribes to Carroll's (1979, 1991) conceptualisation of CSR, which prioritises the responsibility of a business to make profits above all other responsibilities. Subsequently, and as a result of his reading in the CSR literature (for example, Lantos, 2001; Maas and Boons, 2017), the researcher was introduced to the notion of strategic CSR, which argues that a company's CSR practices should have a positive impact not only on the community, but also on its own financial success. The researcher therefore decided that his research project should aim to find ways of helping managers to overcome the hurdles which prevent or hinder them from achieving the desired positive impact of

CSR for their businesses. According to the literature, these hurdles are CSR communications and scepticism towards CSR (see for example Arvidsson, 2010; Pérez and Del Bosque, 2012; Öberseder et al., 2013; Mazutis and Slawinski, 2015; Alhouti et al., 2016; Zhang and Hanks, 2017). This decision was primarily based on the belief that if business managers find ways of surmounting these hurdles and thus becoming more confident of generating the business benefits associated with CSR, they will become more willing and able to continue spending in order to support their needy local communities (Barnett, 2019).

Later on, and after long contemplation, academic and non-academic readings and discussion with his research supervisor (i.e. the late principal supervisor, Dr Scandelius, and then her successor Professor John Balmer), the researcher developed a significant interest in another research field, namely the corporate heritage topic, and particularly the concept of corporate heritage identity. Reading through the literature in this area, the researcher noted the topic's underdeveloped links to the CSR concept and decided that this would make an interesting subject for his doctoral research project. He therefore decided to adopt a corporate heritage identity perspective as a basis for exploring the practices of CSR, in the belief (i.e. which was supported by the findings of his literature review) that CSR can lead to a unique corporate heritage identity. Moreover, to link his new research interest to his personal motivation for the research, the researcher decided to conduct his exploration in the context of Jordanian corporate heritage institutions. His hope was that the findings of his research would help these institutions employ their corporate heritage identity to overcome the challenges and hurdles mentioned above and thus become more motivated to practice CSR, for which there is an immense need in Jordan.

#### **1.4.2 Purpose**

In line with this personal motive, the purpose of this thesis is to further develop the current nascent understanding of the relationship between the corporate heritage identities concept and the CSR concept. Importantly, the thesis seeks to achieve this by exploring this relationship within research contexts which, although they are instructive for the understanding of the phenomenon, have so far been largely neglected.

Specifically, this thesis has one main research purpose, and that is to explore the corporate heritage identity phenomenon's plausible CSR aspects in the context of a developing country and relatively nascent institutional and social contexts. In such contexts, CSR practices can gain greater importance because of the local communities' tremendous need for them.

### **1.4.3 The research question**

To achieve this research purpose, and based on a review of the relevant literature, the researcher developed one main research question, as follows:

- Why can corporate social responsibility (CSR) be considered to be a corporate heritage identity trait in the context of emerging corporate heritage institutions in the Jordanian banking sector?

The next section briefly outlines the research methodology which this thesis employs to develop reliable answers to this research question.

## **1.5 Overview of the research methodology**

This thesis aims to build a theory which explains the phenomenon of corporate heritage identity in relation to CSR as it is perceived by corporate-level managers of the banks studied in the thesis. It therefore does not aim to derive statistically generalisable findings, but instead focuses on identifying the abstract qualities and properties of the corporate heritage identity phenomenon and its relationship to CSR within the selected nascent institutional and social contexts.

Consequently, the research follows the traditions of the multiple instrumental holistic case study research strategy (Stake, 1995; Yin, 2003) and uses qualitative research



methods (Miles and Huberman, 1994; Creswell, 1998; Myers, 2009). This mixture of strategy (i.e. case study research) and methods is a widely respected approach in marketing research in general (Levy, 2005), and is increasingly employed in doctoral theses on corporate marketing in particular (e.g. Balmer, 1996; He, 2004; Powell, 2005; Burghausen, 2013). Additionally, due to its unique suitability, this mixture has been a preferred choice among scholars of the corporate heritage topic (e.g. Balmer et al., 2006; Urde et al., 2007; Balmer, 2011a; 2011b; Burghausen and Balmer, 2014a; 2015; Balmer and Chen, 2015; Urde and Greyser, 2015; Santos et al., 2015; Cooper et al., 2015; Rindell et al., 2015). Moreover, this choice of research strategy and methods is underpinned by an interpretive philosophical stance which suits the social constructionist ontological and subjective epistemological nature of both the corporate heritage identity concept (Balmer, 2013; Rindell et al., 2015; Blamer and Chen, 2015) and the CSR concept (Eweje, 2007; McShane and Cunningham, 2012; Öberseder et al., 2013; Gill, 2016).

For this reason, the data collection phase of the project was informed by an inductive perspective (Saunders et al., 2009; Bryman, 2015). The inductive approach gave this research the flexibility which is generally needed to explore and explicate rather than merely describing socially constructed phenomena (Saunders et al., 2009). This flexibility, furthermore, is particularly useful for the design of studies which like this thesis probe nascent research topics on which the literature is limited (Creswell, 2002) and where high importance is attached to the context in which a phenomenon or problem is examined (Saunders et al., 2009).

The data was collected from three Jordanian banking institutions which were found to be suitable for the main purpose of the research following the results of a pilot data collection phase and an assessment based on Balmer's six criteria of corporate heritage (Balmer, 2013). Data was collected primarily through 21 semi-structured interviews with corporate-level managers. The use of the semi-structured interview fits well with the theory-building nature of the thesis (Charmaz, 2006; Sarantakos, 2013) and with the route it has taken to achieve its purpose. This route relates to the study's selection of each bank's senior managerial cognition of the banks' corporate heritage identity and that identity's CSR-related aspect as its units of analysis (see Yin, 2003; Bryman, 2016). Corporate-level managers, by virtue of their broad scope of responsibility and direct involvement in strategic planning, are best placed to reflect on their banks' corporate heritage identity, and this is especially relevant given the emergent nature that is expected to characterise the

phenomenon in these contexts. This emergent nature can limit the phenomenon's ability to create sensations other than the implicit and abstract ones which may be hardly perceived by lower-level employees.

Moreover, corporate heritage is a new research topic (Balmer and Burghausen, 2015a) that has jointly emerged from the areas of corporate identity (Balmer, 2013; Burghausen and Balmer, 2014; Balmer and Burghausen, 2015a) and brand identity (Balmer et al, 2006; Urde et al, 2007; Balmer, 2011a). Thus, like corporate identity and brand identity (Schmitt et al, 1995; Schmidt, 1995; Markwick and Fill, 1997; van Riel and Balmer, 1997; Gray and Balmer, 1997; Baker and Balmer, 1997; Balmer and Greyser, 2002), corporate heritage (including the corporate heritage identities) is a strategic management concern that relates, mostly, to corporate-level management within a corporate institution. Additionally, the selection of senior managerial cognition (i.e. of the banks' corporate heritage identity, and that identity's CSR-related aspect) as units of analysis is also consistent with the CSR-aspect of the study. Corporate institutions' CSR policies and practices are mainly shaped by corporate-level management (Wang and Dou, 2012). Corporate managers' values, ideals, and beliefs have been reported to play a significant role in this regard (Hemingway and Maclagan, 2004; Duarte, 2010). Furthermore, corporate managers can give a truthful representation of their institutions on topics and issues that relate to stakeholders, such as CSR (Scott and Lane, 2000).

Semi-structured interviews with corporate managers is also a common choice for data collection in corporate heritage studies (e.g. Urde et al, 2007; Balmer, 2011b; Burghausen and Balmer, 2014a; 2015 Urde and Greyser, 2015; additionally refer to section 2.3.1.1). In addition to the semi-structured interviews, corporate documents (i.e. annual reports and website content) were also collected for the purpose of data triangulation (see Yin, 2003; Stake, 1995; Perry, 1998; Charmaz, 2006; Noor, 2008). The use of corporate documents stemmed from the belief that documents can be seen as representations of the organisations they belong to (Burghausen, 2013).

Accordingly, the analysis of the interview data was carried out in two stages, the first of which was within-case analysis using the grounded analysis approach (i.e. multi-stage coding, constant comparison, and memo writing and diagram drawing) (Charmaz, 2006; Corbin and Strauss, 2008) and thick description (Miles and Huberman, 1994; Stake, 1995)). The second stage was cross-case analysis using

theory-by-theory comparison (Eisenhardt, 1989). The selection of these data analysis techniques and procedures derived from the aim of the thesis to develop grounded thematic concepts which together would form the basis of a generalisable theory of the corporate heritage identity phenomenon and its plausible CSR aspects in relatively nascent institutional and social contexts.

As this discussion shows, the research design accords with the high importance which the researcher assigned to the contexts within which the phenomenon was examined. The next section therefore provides an overview of both the country and the sectoral contexts of the study.

## **1.6 The research context and setting**

This section discusses and justifies the selection of Jordan and its banking sector as a context and a setting for this research. It also presents an overview of the Jordanian banking sector.

### **1.6.1 Jordan - the context of this study**

The Hashemite Kingdom of Jordan (i.e. known as Jordan for short) is an Arab country located in the heart of the constantly turbulent Middle East, and bordered by Syria in the North, Iraq in the North-East, Saudi Arabia in the South and Palestine and Israel in the West. The population of Jordan was 10,085,448 at the beginning of 2018, 31% of whom are non-Jordanians, including around 1.5 million Syrians who have taken refuge in Jordan since in 2011. A further 2,175,491 of the 7,059,814 Jordanian citizens are in fact registered Palestine refugees who held Jordanian nationality (UNRWA, 2016; Department of Statistics, 2018). Together, these make up a varied demographic mosaic of different ethnicities, races and origins (i.e. including Transjordanians, Jordanian Palestinians, Arabs, Circassians and Armenians), but all adhere to one of two major streams of faith. The first is Sunni Islam, which is the religion of the vast majority, and the second is Orthodox

Christianity, which is the dominant religion of the minority (The World Factbook, 2018). Approximately 42% of the population resides in Amman, which is the political and economic capital of the country (Department of Statistics, 2018).

Jordan is a country with a long history and a rich heritage of different cultures and civilisations, including but not limited to the Christian and Islamic civilisations such as the Roman and Ottoman empires. However, the history of Jordan as a sovereign polity goes back only to the year 1946, when Jordanians called for the British Mandate to be replaced by a Hashemite constitutional monarchy. Before the British Mandate was imposed, Jordan was a dependent territory ever since the downfall of the Nabataean Kingdom in 106 AD (The Royal Hashemite Court, 2018). After the First World War, which coincided with the outbreak of the Arab Revolt against the Ottoman Empire, which sought the freedom and unity of the Arab nation, Jordan eventually started to become a centre of interest again, and this led to the establishment of the Emirate of Transjordan in 1921. This was however a British protectorate which had autonomy in local affairs only. This nascent political entity and the limited autonomy which it enjoyed ended on 25th May 1946, when it was succeeded by the Hashemite Kingdom of Jordan, a fully sovereign and independent state. This marked the end of the British Mandate over the territory of East Jordan, which had lasted for 25 years (see Salibi, 1998; Robins, 2004; Smith, 2006).

Jordan can thus be described as a young country with an emerging socio-political community, and which consequently has a nascent identity (i.e. refer to the work of Brand (1995), Massad (2001), and Reiter (2004), and Bani Salameh and El-Edwan (2016) which point to Jordan's nascent political, economic, communal identity). The country is therefore a suitable context in which to study the emerging corporate heritage institutions which have been neglected in the literature. What is more, most empirical corporate heritage studies have been conducted in well-established western social contexts (e.g. Rose et al., 2015; Burghausen and Balmer, 2014, 2015; Blombäck and Scandeliuss, 2013; Hudson, 2011; Wiedmann et al., 2011a, 2011b, 2013; Urde et al., 2007; see also appendixes 1.1 and 1.2) which in contrast to Jordan are characterised by high levels of economic and social development. An exception to this is the work of Balmer and Chen (2015, 2017), which was recently conducted in China. There is thus a need to conduct similar studies in eastern contexts which like China are characterised by low to moderate levels of economic and social development.

At the same time, however, the researcher found that it would be particularly valuable addition to the currently available knowledge on the corporate heritage identities phenomenon if such studies were also carried out in contexts which are different from that of China in other respects such as culture. China scored 87 on Hofstede's long-term orientation index (Hofstede and Minkov, 2010; Hofstede, Hofstede and Minkov, 2010), while Jordan is characterised by a short-term (past) cultural orientation, scoring 16 on the long-term orientation index (Hofstede and Minkov, 2010). It can reasonably be expected that people within such cultures will have more positive perceptions of a corporate heritage corporate/brand than their counterparts in long-term (i.e. future) oriented cultures, and that this will be reflected in their behaviour. According to Hofstede, long-term orientation implies:

“The fostering of virtues oriented toward future rewards - in particular, perseverance and thrift. Its opposite pole, short-term orientation, stands for the fostering of virtues related to the past and present - in particular, respect for traditions, preservation of face, and fulfilling social obligations.” (Hofstede et al., 2010, p. 239).

Additionally, Widemann et al. (2011a; 2011b) and Hakala et al. (2011) stress the importance of the corporate/brand heritage, and particularly the benefits of establishing such an image during times of uncertainty and economic hardship. According to them, consumers tend to prefer heritage brands because of the reliability, credibility and trustworthiness that such brands represent in the market. It can thus be argued that the conditions in which these scholars see the corporate heritage phenomenon as becoming salient and especially important and beneficial resemble those which have prevailed in the Kingdom since its establishment. As a developing country located in a very turbulent region of the world and with scarce natural resources (UNDP, 2018), Jordan has constantly faced economic, political and social crises (The World Bank, 2015; BBC, 2015; 2018; World Factbook, 2015). These crises have constantly forced Jordanians to live in economic difficulties and in uncertainty with regard to their future and have made Jordan heavily reliant on foreign aid. According to the CIA World Facts Book (2018), Jordan's public debt to GDP ratio increased from 86.8% in 2013 to 96% in 2017. Consequently, Jordan is a highly appropriate context in which to explore the corporate heritage identity phenomenon and its significance and utility in conditions of uncertainty and economic hardship.

Building on the above, and in the same way as in many other developing countries, the historical and current economic and social situation in Jordan points to the need for wider acceptance and better implementation of the CSR concept. It is self-evident that improving social welfare and standards of living require the involvement and contribution of the private sector. This is because no government, and especially governments in the developing world, can bear the full burden of development. What is more, in terms of Carroll's (1979, 1991) conceptualisation of CSR, and especially the priority he assigns to the economic responsibility of profit-seeking institutions, such institutions' interest in CSR should grow in line with their confidence that practising CSR will generate by-product benefits to their businesses. Otherwise, the private sector's interest and contributions in this regard will fall far short of what is actually needed.

### **1.6.2 The Jordanian bank sector - an overview of the study setting**

This research aims to encourage a specific type of Jordanian private sector institutions, namely the oldest (relative to their context) successful Jordanian banks (i.e. emerging corporate heritage banking institutions), to contribute more to CSR. This aim is being achieved by exploring a unique strategy that these institutions can follow for the achievement of the business benefits of CSR which in turn can make banking institutions more eager to the practice. This strategy is based on exploring these institutions' corporate heritage identities, and especially their CSR heritage identity, which can then be activated and used for corporate marketing communication purposes in general, and for the communication of CSR in particular. This is argued to be important as it can help these institutions which have been facing reputational and legitimacy challenges, especially since the global financial crisis of 2008 (Bargenda, 2015) to begin being perceived as authentic socially responsible banks, and thus, harvest the promised fruits of being seen in such way (Van Rekom et al., 2014). This perceived authenticity is needed to overcome the hurdle of CSR scepticism which has repeatedly been reported as a CSR communication challenge (Mazutis and Slawinski, 2015). This challenge has weakened profit-seeking organisations' zeal and appetite for embracing CSR as managers have become less confident of its business benefits (Du et al., 2010; Öberseder et al., 2013), and have become concerned about the possibility of provoking a backlash in the form of peoples' scepticism (see Jahadi and Acikdilli,

2009; Yoon et al., 2006; Wagner et al., 2009; Chao et al., 2009; Du et al., 2010; Alhouti et al, 2016; Pang et al, 2018).

According to the Central Bank of Jordan (2018), the Jordanian banking sector consists of 25 banking institutions which operate 805 branches inside the Kingdom. 16 of these banking institutions are listed on the Amman Stock Exchange Market (Securities Depository Center, 2018). This economic sector is considered to be among the most mature and robust in Jordan (Oxford Business Group, 2018), and is thus a significant contributor to the Jordanian national economy (Alrgaibat, 2015; Al-abadallat, 2017; World Finance, 2018).

The Central Bank categorises these banks according to their system of operation and country of origin. In terms of the system of operation, banks in Jordan are either Islamic banks or commercial banks. In contrast to commercial banks, the operation of Islamic banks follows the financial teaching of Islam, which prohibits the practice of Riba, or interest, and suggests an alternative business model called 'Murabaha' (see Usmani, 2004; Investopedia, 2018). With regard to country of origin, banks in Jordan are also classified either as Jordanian or as foreign banks, depending on whether they were established as Jordanian national banks or established in Jordan as subsidiaries of a foreign bank.

Regardless of these differences, all banks in Jordan are governed by the Central Bank of Jordan, which is the supreme financial authority in the Kingdom. This was established in Jordan in 1964 as an independent institution to oversee all the financial operations in Jordan and to act as a financial agent for the Jordanian government. Table 1 below lists the banks operating in Jordan with the date of their establishment and categorises them according to their system of operation and place of origin. The table also shows the nascent nature of the sector which parallels the nascency of Jordan as a socio-political entity.

Table 1: List of banks in Jordan (Central Bank of Jordan, 2018)

	Commercial	Date of establishment	Islamic	Date of establishment
National	Arab Bank	1930	Jordan Islamic Bank	1978
	Jordan Ahli Bank	1956	International Islamic Arab Bank	1997
	Cairo Amman Bank	1960		
	Bank of Jordan	1960		
	The Housing Bank for Trade & Finance	1974		
	Jordan Kuwait Bank	1977		
	Arab Jordan Investment Bank	1978		
	Jordan Commercial Bank	1978		
	Investbank	1989		
	Arab Banking (Corporation) Jordan	1989		
	Bank Al-Etihad	1991		
	Societe General Jordan	1993		
	Capital Bank	1996		
Foreign	Egyptian Arab Land Bank	1951	Al Rajhi Bank	2011
	Rafidain Bank	1957		
	Citi Bank	1974		
	Standard Chartered	2002		
	Bank Audi	2004		
	National Bank of Kuwait	2004		
	BLOM Bank	2004		
National Bank of Abu Dhabi	2009			

The next section of this chapter details the main contributions of this study.

## 1.7 The main contributions of this study

This thesis makes both theoretical and industrial contributions. The theoretical contribution can be seen in the development of the theory of CSR augmented corporate heritage identity trait which identifies the corporate CSR philosophy as an augmented corporate heritage role identity. Differently, the industrial contribution made by this thesis takes the form of suggestions for managerial courses of action for the exploration and utilisation of the CSR augmented corporate heritage identity trait in the developing countries' banks.

The theory developed in this study advances the theoretical notion of the augmented role identities (Balmer, 2011b; 2013; Balmer and Chen, 2015; 2016;



2017) by identifying the CSR philosophy as an augmented role identity for the studied banks. This phenomenological finding is explained by the banks' early adoption of the CSR philosophy as a stance which supplements their traditional capitalist stance. In contrast to the latter, which guides banks' core business conduct, the former guides the banks' roles and interactions within their socio-spatial surroundings. Following the adoption of the CSR philosophy, which at its core aims to have a lasting positive impact on the socio-spatial environment, the banks' CSR philosophy and practices become infused with the identities (i.e. characteristics and conditions) of the environment. This infusion moreover led the banks' CSR philosophy and practices to become shaped into specific collective CSR heritage identity trait which is substantially responsive to the challenges and needs that relate to the surrounding's identities.

What this leads to is that the management of third-world banks are advised that the most interesting aspect of their institutions' total corporate heritage identities might be found in the non-business related and indirectly business-related aspects of their institution's conduct, such their community support efforts or CSR-embedded business practices. Therefore, they are further advised to avoid adopting a narrow business perspective when thinking about or embarking upon an exploration of the bank's history, records or archives to discover their institution's corporate heritage identity.

## **1.8 The structure of this thesis**

Chapter 1: this chapter is the introductory chapter of the thesis, and gives the reader an overview of its content. This begins by presenting the background to the research subject and a statement of the research problem which constitutes the focus of the study on the basis of conceptual links between two broad research topics, namely corporate heritage and CSR. Additionally, this chapter identifies the research gaps which need to be addressed to advance the currently limited understanding of the relevant concepts and phenomena. The chapter also devotes a section to describing the researcher's motives for undertaking this research, as well as outlining the research focus and presenting the research question. This is followed by brief details of the research methods used in the study to ensure that the conclusions arrived at stand up to scrutiny. Because of their importance, the

chapter presents an overview of the empirical social and industrial contexts of the study. It concludes with a brief account of the main contributions of the thesis.

Chapter 2: this chapter contextualises the thesis within the relevant marketing literature, further explains the rationale for the focus of the research and gradually paves the way for the lay down of the thesis's research question. In particular, the first part (i.e. sections 2.2; 2.3; and 2.4) of the chapter discusses and thematises the corporate heritage literature. The second part of the chapter (i.e. sections 2.5, 2.6 and 2.7) offers a rationale for the adoption of a corporate heritage identity research perspective on CSR, drawing on direct and indirect empirical evidence to support the use of this perspective. This evidence is drawn from both the corporate heritage and the CSR literature. The third part of the chapter (sections 2.8, 2.9, 2.10) discusses prominent CSR conceptualisations, including the strategic view of CSR and justifies the use of Carroll's definition of CSR in the thesis. Additionally, it also discusses a variety of CSR empirical research that proves the business value of CSR, providing an underpinning to the theory developed in chapter four of this thesis. The chapter concludes with a summary (i.e. section 2.10) of its contents together with a conclusion which clearly states the chapter's key findings, namely the gaps identified in the literature and the research question which arises from them.

Chapter 3: this chapter discusses the methodological design of the research. It begins with a brief introduction (i.e. section 2.1) which presents three important and complementary aspects of the chapter in the form of the questions: what has been done? how has it been done? and why?. The following sections then elaborate further on the research question with regard to specific elements and aspects of the methodological design of the study. The first of these sections (i.e. section 3.2) is dedicated to discussing and justifying the adoption of an interpretive research philosophy. Similarly, the second section (i.e. section 3.3) discusses and justifies the inductive research stance underpinning the collection of data. The chapter then presents a detailed discussion and justification of the multiple case study strategy chosen for the study (i.e. section 3.4). The focus then shifts to the methods used for data collection (i.e. sections 3.5 to 3.8). In particular, this part of the chapter details and provides a justification for the selection of the multi qualitative methods design (i.e. section 3.5.1), the semi-structured face-to-face interviews (i.e. sections 3.5.1.1, 3.5.1.1.1 and 3.5.1.1.2), the use of corporate documents (i.e. sections 3.5.1.2 and 3.5.1.2.1), the cross-sectional time horizons (i.e. section 3.6), and the pilot and

primary data collection phases (i.e. sections 3.7 and 3.8 respectively). Following this, the chapter turns to discuss in detail the data analysis techniques and procedures employed in the study (i.e. section 3.9). This discussion covers data management (i.e. section 3.9.1), the transcription of the interviews (i.e. section 3.9.2), the grounded analysis approach (i.e. section 3.9.3), and the use of cross-case analysis (i.e. section 3.9.4). A section is then devoted to the discussion of ethical considerations (i.e. section 3.10) and a further section for the trustworthiness of the study (i.e. section 3.11). The chapter closes with a summary (i.e. section 3.12) of its contents.

Chapter 4: this chapter outlines the process of analysis and presents the findings of the study. The chapter is divided into two main parts, the first of which covers the within-case analysis (i.e. sections 4.3, 4.5 and 4.7), and the second the cross-case comparison (i.e. section 4.8). Each of the three main sections in the first part presents the within-case analysis of one of the study's three cases, and is introduced by a section (i.e. 4.2, 4.4 and 4.6) which gives an overview of the relevant case (i.e. the bank), and then a further section which visualises the findings of the case (i.e. subsections 4.3.4, 4.5.4 and 4.7.4). In contrast, the second part of the chapter (i.e. sections 4.8 and 4.9) is made up of four subsections (i.e. subsections 4.8.1, 4.8.2 and 4.8.3). In the first three of these, the researcher cross-compares a specific set of related findings which emerged from the within-case analyses. These findings are (1) Pertinency - a foundational heritage cognitional concept (i.e. section 4.8.1), (2) the banks' CSR-related corporate heritage identity traits (i.e. section 4.8.2), and (3) the banks' business-related corporate heritage identity traits (i.e. section 4.8.3). The fourth section of the second part (section 4.9) inducts a theory based on the findings. The chapter concludes with a summary (i.e. section 4.10) which re-states the content and findings of the chapter in a concise fashion.

Chapter 5: This chapter presents a concise but focused discussion of the main theoretical contributions of the thesis (i.e. section 5.2). It discusses the research findings further, and particularly the theory inducted in section 4.9, in the light of the findings of previous research (i.e. section 5.3). This is followed by a discussion of the managerial implications which could be derived from the findings (i.e. section 5.4). The discussion then turns to the limitations of the thesis (i.e. section 5.5) and recommendations for further research (i.e. section 5.6) which arise from the findings. The chapter closes with a summary of its content (i.e. section 5.7).

## **Chapter Two: Review of the Literature**

### **2.1 Introduction**

This chapter discusses the corporate heritage literature, paying particular attention to the concept of corporate heritage identities, which is the core focus of this thesis. Additionally, the chapter links this literature to the Corporate Social Responsibility (CSR) literature as an initial basis for exploring whether the CSR practices of an institution can constitute a trait of its corporate heritage identity. This leads to the identification of four research gaps which this thesis aims to address. These relate to the scarcity of research which has examined the corporate heritage identity phenomenon in relation to the CSR concept, and particularly within a variety of institutional, industrial and country contexts. This part of the discussion concludes by introducing a key exploratory research question: Why can the corporate social responsibility (CSR) be considered to be a corporate heritage identity trait in the context of the emerging corporate heritage institution in the Jordanian banking sector?

The discussion begins by presenting an overview of corporate heritage as both a social phenomenon and a research topic. In this overview, the researcher focuses particularly on explaining the essence of the phenomenon and why it is a valuable strategic business resource.

### **2.2 Corporate heritage: what is it, and why does it matter?**

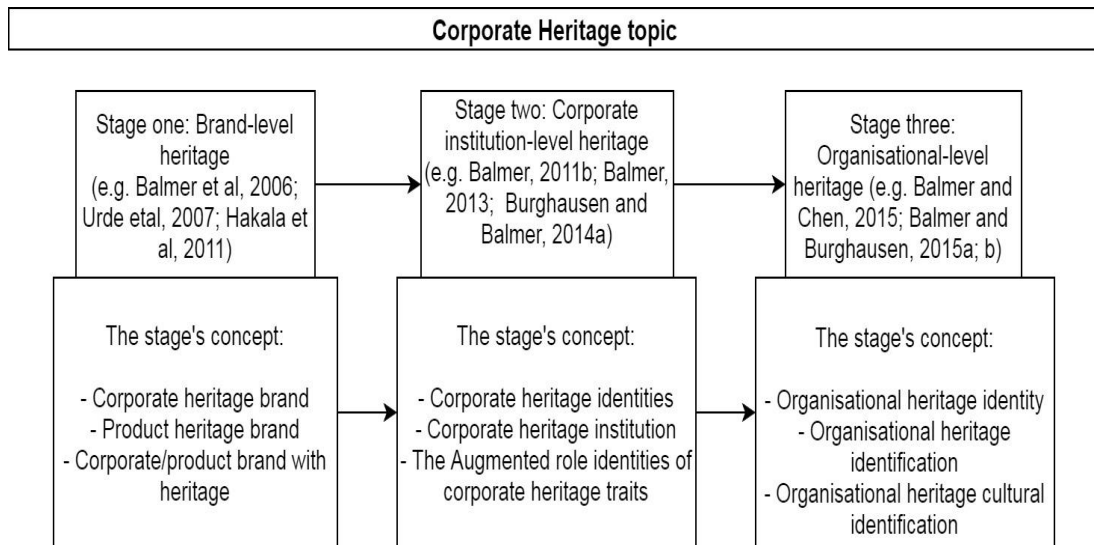
Despite the fact that corporate heritage is an emerging concept which needs further development on both the theoretical and the empirical level to be thoroughly comprehended by academics and practitioners (Balmer, 2013), it has certainly proved to be a highly valuable marketing concept. This value, however, is available

only to the institutions/brands which have a heritage or can find a way to develop one (see DeFanti et al., 2014; Brunninge and Hartmann, 2018), and which are willing and able to appreciate and nurture it as an asset which once activated will continue to deliver benefits (Rose et al., 2015; Balmer, 2017). The corporate heritage concept has been defined by Burghausen and Balmer (2014b) as:

“... all the traits and aspects of an organisation that link its past, present, and future in a meaningful and relevant way. Thus, it refers to some aspect of an organisation’s past that is still deemed by current internal and/or external stakeholders to be relevant and meaningful for contemporary concerns and purposes but concurrently perceived as worth to be maintained and nurtured for future generations; it is the selectively appropriated and valorized past of a company or ‘all that is (still) relevant’ in the light of contemporary concerns and purposes” (pp. 394-395).

Building on this definition, corporate heritage (see Balmer, 2013; Balmer and Burghausen, 2015a) is actually a broad marketing topic that includes a group of related but different concepts (Balmer and Burghausen, 2015a), and these are: (1) the corporate heritage brand (e.g. Balmer, Greyser and Urde, 2007; Balmer, 2011a; Rindell et al., 2015), (2) the product heritage brand (e.g. Hakala et al., 2011; Rindell et al., 2015; Santos et al., 2015), (3) organisational heritage (Balmer and Burghausen, 2015a; 2015b), and - of most relevance to the focus of this doctoral thesis - (4) corporate heritage identities (e.g. Balmer, 2011b; Burghausen and Balmer, 2014a, 2015; Balmer and Burghausen, 2015a). These four concepts can be grouped into three subtopics of corporate heritage, which can be said to represent three different stage in the evolution of the conceptual discussion of the corporate heritage phenomenon. Figure 1 below illustrates the stages of this evolution and highlights the concepts which relate to each of them.

Figure 1: The evolution of the conceptual discussion of the corporate heritage phenomenon



The first stage of the discussion began in 2006 with the introduction of the brand heritage concept (see Balmer et al., 2006; Urde et al., 2007) and has been further developed since then. This stage's empirical research has thoroughly investigated the corporate heritage phenomenon at the level of the institutional brand only, including corporate brands and product brands. These studies started with Urde et al.'s (2007) argument that the identities of some brands have a unique dimension which can invest them with a special aura over time. Urde et al. (ibid, pp. 4-5) define brand heritage as:

“a dimension of a brand's identity found in its track record, longevity, core values, use of symbols and particularly in an organisational belief that history is important.”

Similarly, Hudson (2011) states that the brand heritage concept involves the “informal employment of historical themes, narratives and images by practitioners to achieve marketing advantage.” (p. 1,542). This definition of brand heritage is important, as it may be the first to clearly suggest that the use of corporate heritage could be a route to achieving competitive marketing advantage, which was later substantiated empirically by Santos et al. (2015). Similarly, but in greater detail, Balmer (2011b) defines the corporate heritage brand concept as:

“A distinct category of institutional brands where there is a degree of continuity in terms of the brand promise as expressed via the institution's identity, behaviour and symbolism”. (p. 1,385).

In response to these developments in the conceptualisation of brand heritage, Balmer (2011b) then empirically introduced the concept of corporate heritage identities. In contrast to the brand heritage concept, which discusses the corporate heritage phenomenon at a very narrow institutional level in terms of institutional brands, the idea of corporate heritage identities approaches it at a broader institutional level, namely, the corporate-level of an institution. In introducing this view, Balmer seems to build on an element of the early conceptualisation of brand heritage, namely the organisational belief in the importance of history as a basis for the formation of corporate heritage brands (Urde et al., 2007, pp. 4-5). This clearly suggests that heritage within institutions can be multifaceted and multilayered, and can thus be found throughout an institution and not only at the level of the institutional brand.

In contrast to corporate/product heritage brands, in order for a corporate institution to be considered a corporate heritage one it should have corporate heritage identity traits (Balmer, 2013, p. 305). These are in fact unique institutional traits which due to their uniqueness can act as identity anchors for an institution's heritage (Balmer, 2013, p. 307). Building on Burghausen and Balmer's (2014, pp. 394-395) definition of the corporate heritage concept, it is possible for corporate heritage to be found in the identity of many institutions, but in order to enjoy its benefits an organisation must harness and employ it as a strategic resource. This is also recommended by Urde et al. (2007) as a route through which a brand can be transformed from being merely a brand with heritage to a heritage-based brand (i.e. a corporate heritage brand). Therefore, Urde and his colleagues define a corporate heritage brand as "a brand with a positioning and a value proposition based on its heritage" (ibid, p. 5). The corporate heritage identities concept is defined by Balmer as:

"those institutional traits which have remained meaningful and invariant over the passage of time and, as such, a corporate heritage identity viewed as being part of the past, present and future (...) heritage identity traits can include corporate competencies, cultures, philosophies, activities, markets and groups etc (...) And may find, in addition, expression in distinctive visual identities, architecture and service offerings" (Balmer, 2011b, p. 1,385).

Recently, however, the topic has undergone what can be seen as the third stage in its conceptual development (see Figure 1 above). This development was initiated by

Balmer and Chen (2015), who introduce the concept and subtopic of organisational heritage (2015b). Interestingly, this sees the corporate heritage phenomenon from a different angle than the previous two conceptualisations (i.e. brand heritage and corporate heritage identities), namely, the organisational level of an institution. Thus, It also differs from brand heritage and corporate heritage identities in that it sees the corporate heritage phenomenon in relation to the organisational members (i.e. employees and managers) of a corporate heritage institution (Balmer and Burghausen, 2015a). According to Balmer and Burghausen (2015b), organisational heritage can be valuable to and clearly represented in three factors which closely relate to an institution's employees and managers: their organisational identity and identification, and their cultural identification. Organisational heritage identity is defined as:

“the perceived and reminisced omni-temporal traits - both formal/utilitarian and normative-societal - of organisational members' work organisation.” (ibid, p. 403).

With regard to the question of why corporate heritage is such a valuable and effective strategic resource for companies and brands, the literature contains some especially insightful conceptual (Hudson and Balmer, 2013) and empirical (Merchant and Rose, 2013; Pecot et al., 2018) answers. The most important of these is one provided by Hudson and Balmer (2013), who draw on Mead's 'theory of the past'. According to the authors, this theory states that humans are attracted to the past and its events and people to develop their own self-identity by comparing themselves to other people and entities (Mead, 1934, cited in Hudson and Balmer, 2013). Therefore, because brand/corporate history is a basic element in the repertory of corporate heritage constructs (Burghausen and Balmer, 2014b; Banerjee, 2007; Urde et al., 2007), the authors conclude that consumers engage with corporate heritage as a means of developing or altering their self-identities. It can be argued that this conclusion holds not only for consumers, but can apply to other groups of stakeholders. In addition to this suggestion, the authors develop an interesting model of corporate heritage which divides it into four complementary aspects (see Table 2).

Hudson and Balmer's (2013) conceptual conclusions have since gained some empirical support from Merchant and Rose (2013), who demonstrate that the evocation of vicarious nostalgia can positively influence consumers' brand heritage perceptions. Importantly, these authors identify the self-referencing factor as an



influential factor in the relationship between the susceptibility to nostalgia and the vicarious nostalgia which is evoked. In addition to Hudson and Balmer (2013), Rose et al. (2016) also attempt to answer similar questions. They draw on the regulatory focus theory to explain the relationship between brand heritage and consumers' purchase intentions. They report that they have been partially successful in explaining this relationship, arguing that consumers with a low promotion focus are more susceptible to brand heritage than their more highly promotion-focused counterparts. According to the authors, the latter group does not favour stability and predictable performance, and has an appetite for risk-taking. Moreover, these findings may arguably also be valid for other stakeholder groups. Examples of these groups are employees and prospective employees, in that individuals in such groups who have a low promotion focus may have more positive employment intentions towards corporate heritage institutions. In other words, because they are risk-averse and favour stability and predictable performance, these groups may prefer employment in corporate heritage institutions rather than in non-corporate heritage institutions.

Table 2: The conceptualisation of corporate heritage brand dimensions based on Mead's 'theory of the past' (Mead, 1929, 1932, cited in Hudson and Balmer (2013); adopted from Hudson and Balmer (2013)

Structural heritage	Historical sequence of causes (events) and effects (outcomes) which in total represent the story of a brand
Implied heritage	Characteristics of the past which may be inferred or understood from the organisation's present condition
Reconstructed heritage	Reconstructing and contemplating the past through the organisation's heritage, and then comparing it to the present
Mythical heritage	Partially or wholly fictitious past which facilitates the projection or escape of consumers into imaginary worlds which relate to a brand

Another and more successful approach (Pecot et al., 2018) uses the Signaling Theory, and states that consumers refer to brand heritage to compensate for the asymmetrical informational difference which exists between themselves and a brand/firm. Brand heritage thus serves as something which consumers can use to conduct product evaluations in the absence of needed information. Like the two arguments discussed above, it can be suggested that this may also apply to other stakeholder groups. An example is the investor groups who may use corporate heritage as a signal to conduct evaluations of a company's shares in the absence of the full information they need to make an investment decision.

This section has presented an overview of the corporate heritage phenomenon, including a brief discussion of the different concepts and subtopics it includes. The next section offers a detailed discussion which focuses on the brand heritage concept as an aspect of the corporate heritage topic. While this concept is not of immediate relevance to the chapter's purpose of presenting a rationale for the adoption of a corporate heritage identity perspective on CSR and thus its focus on the corporate heritage identity concept, the researcher nevertheless believes that it is essential to introduce the reader to this concept and to present an overview of the empirical work which has been conducted in this area. The reason is that this concept represents the first stage in the evolution of the conceptual discussion of the corporate heritage phenomenon (see Figure 1 above), and is thus the most thoroughly researched of the various concepts related to the phenomenon. The researcher therefore hopes that this discussion will facilitate comprehension of the phenomenon in general, and of the corporate heritage identity concept in particular. In addition, this section is followed by a discussion of the empirical work which has been done on this subtopic (i.e. brand heritage) since it was empirically derived from the corporate brand topic by Balmer et al. (2006).

### **2.3 An overview of the first stage - brand heritage**

The first stage in the conceptual development of the corporate heritage topic is concerned with the utilisation of the corporate heritage which stems from an institutional brand's identity (whether at corporate or product level), and this is still attracting most of the scholarly interest in the phenomenon. While Aaker (2004) was the first to suggest on a conceptual level the value of going back to a brand's roots as a potentially useful resource in the face of contemporary challenges, Urde et al.'s (2007) seminal work was the first empirically focused examination of the brand heritage notion which draws heavily yet uniquely on a brand's past. One of the most important aspects of their work is the distinction and the definition they develop of heritage brands as a unique category relative to the brands with heritage. According to them, many brands have heritage, but only a few can be described as a heritage brand. To be classified as a heritage brand, a brand should first activate or discover its heritage. According to Balmer (2013), heritage can be discovered and activated

by establishing or re-establishing actual or fictional connections or associations between the brand and a person, family, culture or place (see DeFanti et al.'s (2014) examination of Gucci's use of a borrowed corporate heritage, and Brunninge and Hartmann's (2018) commentary on the invented corporate heritage). Brand heritage can also be established by merging with and taking over heritage companies and brands. Once it is activated or discovered, the corporate/brand management should acknowledge it as a valuable strategic marketing resource. Accordingly, it should adapt all marketing plans to accommodate this significant resource, and particularly market positioning plans. This view has recently been supported by Santos et al. (2015) in their empirical work on Ach.Brito. Importantly, these authors endorse the relevance and usefulness of corporate heritage not only for positioning corporate brands but also for product brands (i.e. product heritage brands).

In addition to this, Urde et al. (2007) make a distinction between two related concepts, the brand heritage and the brand history. According to them - and this point is also made by others (e.g. Balmer, 2011b) -, brand history is the repository of stories, events, successes, failures and many other elements which in total constitute the brand history. Brand history is thus an integral part of brand identity (Blombäck and Brunninge, 2009) which relates only to the past. In contrast, brand heritage is another anchor of brand identity which is not limited to the past. In fact, it incorporates some relevant aspects of the past for the sake of the present and the future. Similarly, albeit in relation to the corporate-level heritage subtopic (i.e. corporate heritage identities), Burghausen and Balmer (2014b) believe that corporate history and corporate heritage are only two of six different forms of the corporate past. According to them, corporate history is defined as "the narrated and storied past or all that is told about an organisation's past" (Balmer and Burghausen, 2014b, p. 392) (see Table 3 for an overview of these forms of the corporate past). In the same vein as Urde et al. (2007), Hudson (2011) and Blombäck and Brunninge (2009), Burghausen and Balmer (2014b) argue that unlike the other concepts related to the corporate past, corporate heritage (and thus brand heritage) is not only retrospective in nature but also prospective, and indeed links the corporate/brand's past, present and future. They therefore define corporate heritage as "all the traits and aspects of an organisation that link its past, present, and future in a meaningful and relevant way" (p. 394).

Table 3: The foundational past-related corporate level concept; adopted from Burghausen and Balmer, 2014b

Foundational concept	Succinct explanation	Conceptual explanation	Pragmatic explanation	Temporal focus	Conceptual category
Corporate past	“All that ever happened”	Discovered, rediscovered and invented past	Resourcing	Retrospective	Base
Corporate memory	“All that is known (accessible)”	Remembered and forgotten past	Knowing	Retrospective	Bridge
Corporate history	“All that is told”	Narrated and storied past	Telling	Retrospective	Primary
Corporate tradition	“All that is done”	Enacted and embodied past	Doing	Retrospective	Primary
Corporate nostalgia	“All that is felt”	Emotive past	Feeling	Retrospective	Secondary
Corporate provenance	“All that is rooted”	Situated past	Belonging	Retrospective	Secondary
Corporate heritage	“All that is (still) relevant”	Appropriated and valorised past	“Relevancing” (making relevant)	Retrospective and prospective	Primary

According to Urde et al.’s (2007) conceptualisation, these traits and aspects can be grouped into five major elements of brand heritage, i.e. track record, longevity, core values, the use of symbols and the history which is important to identity. They call this the Heritage Quotient model, as depicted below in Figure 2 (see also Table 4 for further explanation). Together, these elements indicate whether and how much heritage is available within a brand. According to the authors, the more these elements are available in a brand, the more powerful the brand heritage will be.

A second but different conceptualisation of the brand heritage construct was developed by Banerjee (2008). This argues that brand history, brand image, brand expectancy and brand equity are the four pillars of brand heritage (see Table 5 below). Furthermore, Banerjee (2008) considers unique value to be the essence of the brand heritage construct. Building on his conceptualisation, the heritage brand concept can be used to refer to a brand which is perceived as 'different' relative to its competitors due to the unique and desirable set of values which it has been delivering to customers over a long period.

Figure 2: The elements of brand heritage; adopted from Urde et al. (2007)

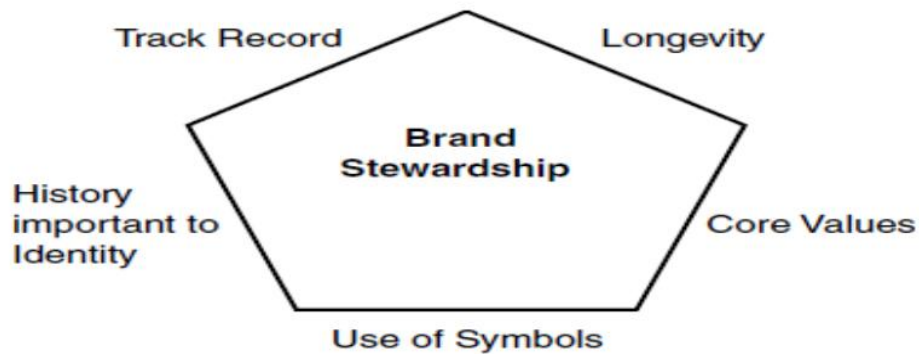


Table 4: The elements of brand heritage; adopted from Urde et al. (2007)

Brand heritage element	Definition
Track record	Performance as proof that the company has lived up to its values and promises over time
Longevity	The consistent demonstration of other heritage elements, especially the track record and the use of history. If this requirement is fulfilled, it is possible for a company to qualify as a heritage brand within a generation or two
Core values	Core values fulfil the role of tenets that the brand strives to live up to
The use of symbols	Heritage institutions use symbols to express their meaning, values, and heritage
History is important	History is considered important for the institution's identity. It influences the way the organisation operates now and its future choices.

Table 5: The four pillars of brand heritage; adopted from Banerjee (2008)

Brand heritage element	Definition
1- Brand history.	The rich and eventful past of any brand, its enduring successful presence
2- Brand image.	The performance of a brand in meeting consumers' expectations
3- Brand expectancy.	The physical and emotional benefits which consumers receive from a brand, including the sense of uniqueness (benefits specific to the brand)
4- Brand equity.	The homogeneous and heterogeneous competencies which a brand has

According to Urde et al.'s (2007) conceptualisation, heritage brands can project three important meanings to their customers and general stakeholders; these are authenticity, credibility and trustworthiness. Together, these three important meanings can differentiate the brand in the market by creating a unique and

beneficial perception in stakeholders' minds relative to competing brands (Hakala et al., 2011). Thus, competitive advantage can be achieved (Hudson, 2011; Santo et al., 2015). In keeping with Urde et al.'s (2007) conceptualisation, Balmer (2011a, 2011b) and Burghausen and Balmer (2014a, 2014b) believe that heritage companies and brands enjoy a high level of stakeholder trust. This trust, according to them, results from the affinity they have with heritage companies/brands and the authenticity which heritage companies/brands project in the market. Similarly, Rose et al. (2015) present empirical evidence that a brand's heritage signals three important qualities: stability, reliability and past performance, which together impact consumers' evaluations and purchase intentions. In addition to this, Balmer (2011b, 2013) and Hudson and Balmer (2013) argue that heritage companies and brands can play a role in defining the identity of individuals, groups and societies via the positive shared collective memory which they are part of and which they represent.

It is notable that the brand heritage concept has received the most scholarly attention of all the concepts of the corporate heritage topic. Following this brief overview of the concept, the researcher now turns to review and discuss the empirical research which has been conducted in relation to the subtopic of brand heritage.

### **2.3.1 Developments within the brand heritage concept**

Because of the relative maturity of this concept in comparison with the other corporate heritage concepts (corporate heritage identities and organisational heritage), the researcher will subdivide the discussion of the brand heritage literature into different threads based on the different perspectives (the customer perspective, the corporate/managerial perspective and the perspectives of other stakeholder groups) which it has so far explored. This discussion begins with the research which examines the corporate/managerial perspective on the brand heritage notion.

### **2.3.1.1 Brand heritage research - the corporate/managerial perspective**

The work of Urde et al. (2007) is probably the first explicit empirical investigation of the phenomenon of corporate heritage, and specifically of the brand heritage concept (Balmer et al. (2006) is an implicit rather than explicit investigation of the corporate heritage phenomenon, as it emerged as an outcome of examining monarchies from a corporate brand perspective). Although Urde et al.'s (2007) study examined the phenomenon from a single perspective only - namely the corporate/managerial perspective - it is still widely considered to be a cornerstone of the limited corporate heritage literature (Balmer, 2011b; Hudson, 2011). Building on Balmer et al.'s (2006) work on monarchies and adopting a qualitative research approach within a case-study research strategy, the authors introduce the Heritage Quotient Model, which they argue can be used to estimate the amount of heritage which is present or embedded in a brand (see Table 4 and Figure 2 above). In addition to establishing the fundamental difference between two primary interrelated concepts (heritage brands and brands with heritage), which was discussed above, the authors also laid the ground for a successful brand heritage management by introducing the Brand Stewardship concept and model, which was later developed further by Burghausen and Balmer (2014a; 2015) for the management of corporate heritage identities.

Focusing on the British and Swedish monarchies, Balmer (2011a; 2011b) found that the success of these institutions' corporate heritage brands have been dependent on what he termed the "bilateral trust between the Crown and the public" (p. 532). He argues that this trust has two essential prerequisites which must continuously be fulfilled by the institution of the crown, namely authenticity and affinity. Authenticity has to do with the continuing preservation of the crown's heritage brand identity, while affinity denotes the crown's continuing to conform with the public's expectations that it should remain a meaningful national and cultural symbol. It is significant that, because of the great similarity between constitutional monarchies and conventional brands, Balmer et al. (2006) clearly state that their findings are extendable to conventional corporate heritage brands. In this context, the notion of authenticity is reflected in the continuous fulfilment of a brand's promise, while the notion of affinity is actualised by positive associations with a brand on the part of its stakeholders (ibid).

To illustrate and revalidate Urde et al. 's (2007) findings, Hudson (2011) adopted the historical research method within a qualitative case study research strategy. He was able to confirm and explain the usefulness of the brand heritage concept as a strategic marketing resource which is of particular value for organisations embarking on re-positioning campaigns or seeking to renew consumers' interest in a brand. Additionally, the validity of the Heritage Quotient Model for elucidating the corporate heritage brand phenomenon (Urde et al., 2007) was later further confirmed in a study which explored the brand heritage of the Nobel Prize Organisation, which was found to be a typical corporate heritage brand with a high Heritage Quotient (Urde and Greyser, 2015). Byrom and Lehman (2009) came to conclusions similar to those of Hudson (2011) when they analysed the successful marketing strategy of Coopers Brewery and found that a high proportion of this unique success could be attributed to a notable emphasis on the company's brand heritage in its marketing and branding activities.

Besides Hudson (2011), Bargenda (2015) also successfully attempted to illustrate and revalidate Urde et al. 's (2007) findings. However, in contrast to Hudson (2011), she conducted her study within a bank, believing that banks could benefit significantly from research on the corporate heritage phenomenon due to the reputational and legitimacy challenges they have been facing. Additionally, she focused particularly on probing one of Urde et al. 's (2007) brand heritage elements, namely the use of symbols. Following Balmer's (2013, p. 307, pp. 316-319) conceptualisations, the author focused on the architectural design of the bank's buildings and concluded that architecture could embody and communicate the five elements of brand heritage (Urde et al., 2007). Therefore, as Balmer (2013) indicated, architecture should be viewed as a potentially valuable element of a corporate/brand heritage communication.

In fact, Bargenda's (2015) study is an example of an emerging stream of research which is interested in exploring the different ways in which the brand heritage concept can be used in the general area of corporate/brand communications. Another study in this stream of research is the work of Martino and Lovari (2016), which investigated the strategic usefulness of brand heritage in the cultivation of quality relationships between the food and beverage sector and mass media and digital media influencers. However, readers of this study are advised to exercise caution when using its findings, as the authors seem to conflate two conceptually related concepts that differ in important ways in their temporal focus (Burghausen



and Balmer, 2014b), namely corporate memory and brand heritage. Moreover, their selection of study sample elements relied heavily on two of Urde et al. 's (2007) brand heritage elements only, namely longevity and the importance of history to identity, and largely ignored the other three elements. A third study in this interesting stream of brand heritage research (Gill and Broderick, 2014) reported that Urde et al.'s (2007) brand heritage elements were prominent in the CSR-related sections of M&S's annual reports for the years between the 1940s and the 2010s. According to the authors, this use of brand heritage elements was aimed at reinforcing the company's image of being a socially responsible organisation.

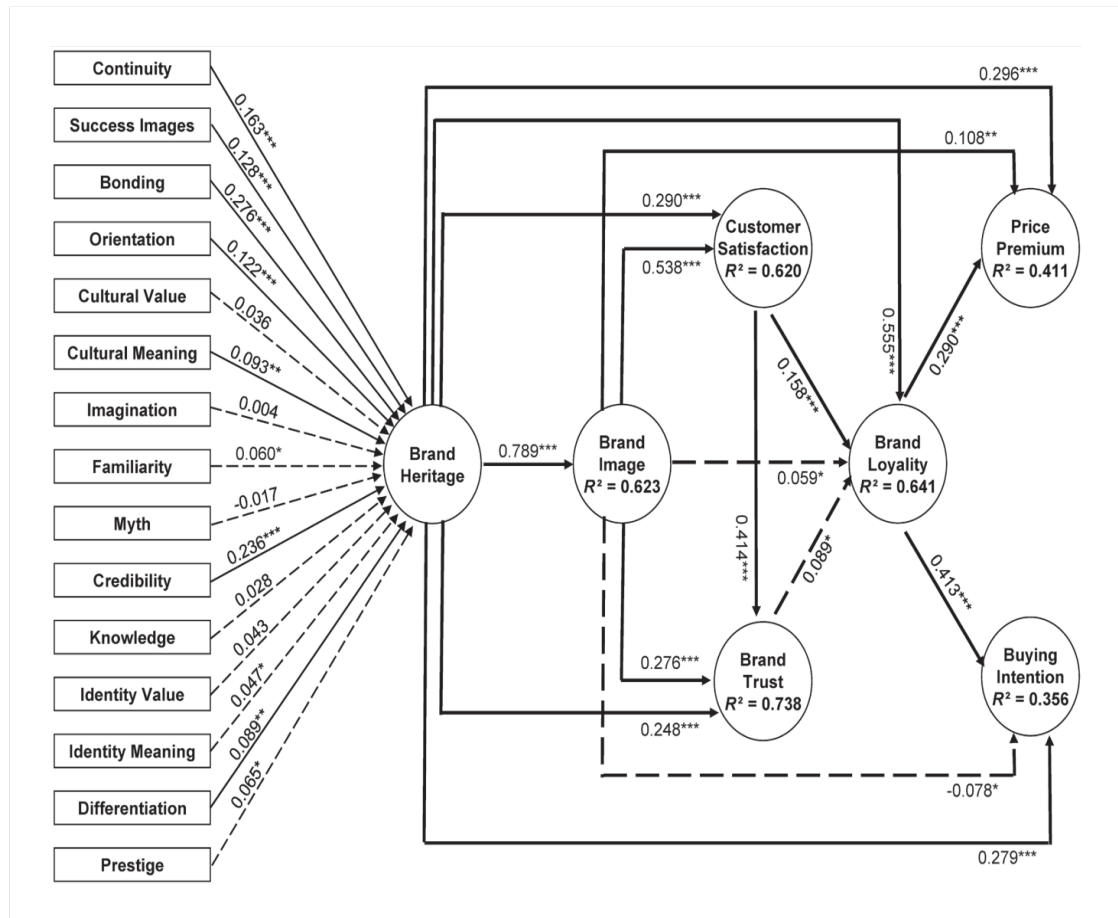
All in all, the research discussed here provides evidence of the value of brand heritage to brand management functions in general and in particular to corporate marketing functions such as corporate communication and corporate CSR communication. This section has discussed a range of empirical studies which examine the corporate/managerial perspective on the brand heritage notion. In the next section, the researcher turns to the discussion of the brand heritage research which probes the consumer perspective on the notion.

### **2.3.1.2 Brand heritage research - the consumer perspective**

Wiedmann and his colleagues (Wiedmann et al., 2011a, 2011b, 2013; Wuestefeld et al., 2012) were probably the first to undertake empirical investigations of the customer perspective on brand heritage. In this research, the authors examined the effect of the brand heritage on other branding aspects such as brand image and its ultimate effect on consumers' perceptions and responses. As Wiedmann et al. (2011a) argue, the current economic and business era is characterised both by rapid market fluctuations and high economic uncertainty. Therefore, according to them, brands with heritage, which normally project authenticity, credibility, trustworthiness, affinity and reliability, have a better chance of surviving such a harsh business environment (p. 205). This claim is consistent with Hakala et al. (2011) and Balmer (2011b), who both believe that brands with heritage can represent stability, familiarity and trust, especially in periods of uncertainty. According to them, these elements can contribute to a high-quality image and good reputation, and can also enhance customers' trust and loyalty, which ultimately can lead to high brand equity. Therefore, Wiedmann and his colleagues (Wiedmann et

al., 2011a) chose the automotive sector as a context for their first empirical study, as according to them it was affected by the global financial downturn. The authors found that the brand heritage variable (as measured by 15 different attitude-relevant perceived customer value dimensions - see Figure 3 below) has a very strong positive relationship with brand image and brand loyalty.

Figure 3: The drivers and outcomes of brand heritage; adopted from Wiedmann et al (2011a)



In their second study (Wiedmann et al., 2011b), the authors examined the importance of brand heritage to consumers' brand image construction on the basis of attitudinal components of brand strength. Following the same procedure as their previous study, including the use of structural equation modelling, they were able to report a positive causal relationship between the dimensions of brand heritage and the strength of consumers' attitudes towards a brand. In their third study (Wiedmann et al., 2013) their aim was to examine the role of the brand heritage construct as a driver of corporate reputation and customer value perceptions and its effect on brand image and customers' buying intentions. Their findings agree with other

studies (e.g. Hudson, 2011; Santo et al., 2015) that brand heritage may be a source of competitive advantage due to the fact that all marketers now offer products with similar features and benefits within similar price ranges and supported by similar relationship strategies. Competition today is therefore limited to reputation and image, which according to the authors are “deeply rooted in the company’s tradition and are created on the basis of values that have been cultivated for many years.” (op cit., p. 191). The authors reported that brand heritage has a positive impact on corporate reputation, customer perceptions of value and buying intentions. What is more, some of these conclusions are consistent with the findings of more recent studies which report a positive relationship between the effective communication of a brand heritage and consumer outcomes such as trust, buying intentions (Chelminski and DeFanti, 2016), perceived brand quality (Pecot et al., 2018) and willingness to pay higher prices (ibid; Chelminski and DeFanti, 2016).

Similarly, using largely the same methodology, Rose and his colleagues conducted a series of studies (Merchant and Rose, 2013; Rose et al., 2015; Merchant et al., 2015; Rose et al., 2017) which investigated the brand heritage concept from a consumer perspective and in relation to a variety of consumer-related outcomes. In their first study (Merchant and Rose, 2013), the authors investigated the effect of advertisements which evoke vicarious nostalgia in consumers’ brand heritage perceptions. Interestingly, they found that this type of advertisement has a positive effect on perceptions of brand heritage. They also report that the nostalgic emotions mediate the positive effect these advertisements have in relation to a brand. In contrast to their first study, which mainly investigated the brand heritage concept in relation to some presumed antecedents, the authors’ second study (Rose et al., 2016) investigated the concept in relation to consumer-related outcomes. Specifically, they constructed and empirically tested another conceptual model of the relationship between brand heritage and customer purchase intentions (see Figure 4 below). As expected, they concluded that invoking a brand’s heritage generates positive emotions and trust, which in turn promote attachment and commitment, and together these ultimately strengthen consumers’ purchase intentions.

In their third and fourth studies (Merchant et al., 2015; Rose et al., 2017), the authors chose to investigate the brand heritage concept in relation to higher education institutions, with the aim of first developing a measure for universities’ heritage and then investigating its impact on prospective students (Merchant et al.,

2015). With regard to the first aim, the authors found that a university's heritage is composed of three important dimensions, namely stature (i.e. the respect which a university enjoys and which stems from its history, its enduring success and its traditions), symbols (such as logos and colours) and sport legacy. In terms of the second aim, the authors reported a positive relationship between a university's heritage and its perceived reputation, the attitudes of potential students' and their intentions to pay a tuition premium and to recommend the university to other potential students.

Recently too, Rindell et al. (2015) took a different approach, comparing a corporate brand's heritage as conceptualised and projected by corporate communications to what is perceived by the brand's customers. They found discrepancies between how consumers perceive and imagine a brand's heritage and how it is perceived and thus communicated by corporate personnel. The authors therefore propose that customers perceptions of corporate brand image heritage should be considered as an additional element in Urde et al.'s (2007) Heritage Quotient model. According to Rindell and Iglesias (2014), consumer brand image heritage can be defined as consumers' present image of a heritage brand which results from the synthesizing of their previous company-related experiences, information received about the company from a variety of sources over time, and their interpretation of current experiences and expectations of future ones (p. 473). Applying this to corporate heritage brands, the authors (Rindell et al.,2015) suggest that consumers' image of corporate brand heritage has three dimensions: (1) the time span of awareness, (2) the content of the heritage, and (3) key time periods (see Table 6 below for further details). The importance of these findings cannot be overestimated, and corporate marketing managers should always attempt to align their perception of brand heritage and their strategies in this regard with how consumers perceive the brand's heritage and what they most like and prefer about this heritage.

Figure 4: The relationship between brand heritage and consumers' purchase intentions; adopted from Rose et al. (2015).

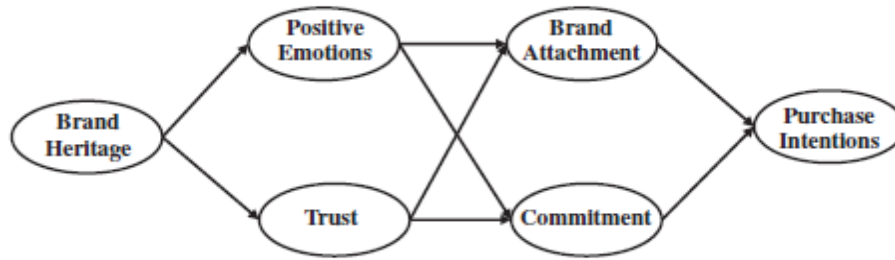


Table 6: Dimensions of consumer brand image heritage; adopted from Rindell, 2013; Rindell et al., 2015

Dimension	Explanation
Time span of awareness	A relative measure assessed from the earliest experience of the company which the consumer can recall spontaneously
The content of heritage	Related experiences derived from multiple sources, which the consumer recollects and reprocesses when constructing images
Key time periods	A specific slice of time or particular episodes which exercise a major influence on the interpretative framework used by the consumer to construct the current brand image

Taken together, the studies reviewed in this section strongly suggest that brand heritage marketing (i.e. which can take the form of corporate heritage branding) represents a reliable and exclusive (i.e. in that it is not available to all brands/companies) way towards the achievement of competitive advantage through its proven ability to generate positive customer-related outcomes. Additionally, because these studies were conducted within different market sectors (such as the automobile industry and education) and with both profit and non-profit-seeking organisations, and on high- and low-involvement products (i.e. such as food products (Rose et al., 2016) and university degrees (Merchant et al., 2015)), it can be claimed that this effect of brand heritage marketing is universal, spanning all sectors and product categories.

This subsection has discussed the research which probes the consumer perspective on the brand heritage concept. The next subsection reviews the brand heritage research which investigates the perspectives of stakeholder groups other than managers and consumers.

### **2.3.1.3 Brand heritage research - the perspective of other stakeholder groups**

Although most of the research on the brand heritage concept has notably asserted its value in relation to various stakeholder groups (e.g. Urde et al., 2007; Balmer 2011a, 2011b, 2013), this assertions can be considerably described as conceptual rather than empirical. This observation is in fact intuitive as the available empirical research that has been done on the concept has mostly focused on probing either managerial/corporate or consumer perspectives only. There is therefore a great need to develop the scant knowledge on the perceptions and behaviour of other stakeholder groups in relation to the brand heritage concept.

One attempt to advance this scant knowledge is the remarkable longitudinal study of Santos et al. (2015), which resulted in a theoretical contribution of fundamental importance to the different concepts which make up the corporate heritage phenomenon, i.e. the corporate heritage identities, the corporate heritage brand, the product heritage brand and organisational heritage. In terms of the focus of this subsection, this research is arguably the first attempt to probe the perspectives of other stakeholder groups (i.e. non-consumer and non-managerial groups such as employees). Importantly, the research found that the repositioning of a product brand in the light of an institution's corporate heritage not only resonates with consumer stakeholder groups but also with all the other groups of stakeholders. Moreover, the study found that this product-level adoption and activation of corporate heritage generates the same positive outcomes as the activation of corporate heritage at the organisational or corporate-brand level (see Balmer et al., 2006; Urde et al., 2007; Hudson, 2011; Schmidt et al., 2015; Balmer and Chen, 2015; Rose et al., 2016).

Curran et al. (2016) also probed the perspective of other stakeholder groups on the brand heritage notion, but focused particularly on volunteers in non-profit seeking organisations and were concerned with finding ways of enhancing their volunteering experience. The authors report that brand heritage has a significant positive impact on the volunteers' engagement and satisfaction.

Having thoroughly discussed the brand heritage concept and relevant empirical research in this section, the researcher now turns to a discussion of the corporate heritage identities concept and the limited empirical research in this area. In contrast

to the brand heritage concept, which has no immediate relevance to the research gaps which this chapter (and the thesis as a whole) addresses, the corporate heritage identities concept is the core concept of this chapter (and of the thesis as a whole). What is more, it is in the limited literature on this concept that these research gaps were identified. It is worth remembering that the focus on the brand heritage concept can be considered the first stage in the evolution of the conceptual discussion of the corporate heritage phenomenon. In this stage, scholars focused on discussing and exploring the phenomenon at the level of the institutional brand only. In contrast, the second stage of this evolution is characterised by an emerging discussion of the phenomenon at the level of the corporate institution, which is referred to as the corporate heritage identities, and this focuses on some corporate institutional-level (rather than brand-level) identity traits which are unique by virtue of their 'relative invariance' (Balmer, 2011b, 2013). Therefore, the next section presents a detailed review of the concept and its limited literature. This is followed by a discussion of the research gaps (see 2.4.2 below) which this thesis aims to address and which relate directly to the concept (i.e. corporate heritage identities) and to the logic of adopting a corporate heritage identity perspective on CSR (see section 2.5 below for a full discussion of the rationale for adopting a corporate heritage identity perspective on CSR).

#### **2.4. An overview of the second stage - corporate heritage identities**

While the two concepts of brand heritage and corporate heritage identities differ in their level of focus, the corporate heritage identity, as was recently shown (Santos et al., 2016; Balmer and Chen, 2016, 2017), can in fact be inputs to the brand-level activation and exploitation of corporate heritage due to their significant attractiveness to customers (Balmer and Chen, 2015; 2016; 2017) and other stakeholder groups (Santos et al., 2016). Importantly, the activation and deployment of corporate heritage at institutional level can be undertaken by employing, if possible, institutional identity traits which are exceptional in that they simultaneously exhibit continuity and change over time, and thus, they have continuously been significant and meaningful over time and across generations of stakeholders. This

enduring significance and meaningfulness is attributed to the notion of Relative Invariance which characterises these institutional identity traits (Balmer 2011b; 2013).

The development of this notion, which is in fact the essence of the corporate heritage identities concept, was the main contribution of Balmer's (2011b) seminal empirical examination of the British and Swedish monarchies, in which he introduced the corporate heritage identities concept. The notion of relatively invariant corporate heritage identity traits refers to some institutional traits which have been unique in their continuous meaningfulness for an institution and its stakeholders. The uniqueness of these traits derives from the fact that although they appear to be invariable in their substance, which is deeply rooted in an institution's past, they are variant in the meanings they mirror. Hence, interestingly, they continue to be symbolically and meaningfully relevant across time. Therefore, much as these institutional traits are related to the past, they are also relevant to the present and the future through the relatively variant meanings which their invariable substance continually produces and reproduces. According to Balmer (2011b), such institutional traits can be found at either the institutional macro- or micro-levels. Examples of the former are corporate purposes, activities, culture, and strategies, while examples of the latter could be corporate advertising and communication, architecture and designs (Balmer, 2013).

In addition to this, and as it can be understood from Balmer (2011b; 2013), this relative invariance can augment these traits by imbuing them with new identities which are non-institutional in that they have cultural, territorial, temporal or social associations and importance. Such multiple role identities can further strengthen the salience of an institution within the contexts to which these identities are relevant. This is mainly because these corporate heritage multiple-role (i.e. augmented) identity traits can become part of the collective memory of a community (ibid).

These corporate heritage identities are similar to the brand heritage (i.e. the activation of the corporate heritage on the brand level) in that they can be real, fictitious, borrowed, or a blend of all three (ibid). A further point which Balmer (2011b) makes is that corporate heritage institutions, by virtue of their corporate heritage identities, form a distinctive type of institution - stakeholder relationship which he describes as a bi-lateral trust which is continually nurtured by both parties - the institutions through their reflected (and re-reflected) authenticity, which in turn



stems from the continuity of their institutional (i.e. corporate heritage) identity traits on the one hand, and on the other the affinity of stakeholders with the corporate heritage institutions, and this is mediated by the highly relevant (i.e. in terms of their meanings) institutional traits (i.e. corporate heritage identities traits) (Balmer, 2011b; 2013).

Balmer (2013) identifies six criteria which can be used to determine if an institution can be said to have a corporate heritage, namely omni-temporality, institutional trait constancy, external/internal tri-generational heredity, augmented role identities, continuing multigenerational stakeholder utility and unremitting management tenacity (see Table 7 below for further details). Importantly, these criteria further clarify the unique attractiveness of corporate heritage institutions to stakeholders, which stems both from the bi-lateral trust which these institutions enjoy, the relative invariance of some of their institutional traits, and the augmented role identities of the latter. The validity of these criteria for corporate heritage institutions and their relevance to the latter's customers were subsequently tested and confirmed (Balmer and Chen, 2015, 2017).

Having introduced an overview of the corporate heritage identities concept in this section, in the next subsection the researcher discusses the limited empirical research on this subtopic of the corporate heritage domain. This is then followed by a conclusion to the discussion of the concept, including some remarks which primarily detail the research gaps which this thesis addresses.

#### **2.4.1 Corporate heritage identities - the empirical research**

The seminal article by Balmer (2011b) discussed above formed the foundation for a new line of inquiry within the corporate heritage area and the start of the second stage in the evolution of the conceptual discussion of the corporate heritage phenomenon. Although it has developed further since then, this line of research can still be described as being in an early stage of development, and has only recently seen the first deductive and quantitative investigations (Balmer and Chen, 2015; 2017). Moreover, the recent research within this line of inquiry (such as Burghausen and Balmer, 2014a; 2015) has confirmed and further developed Balmer's work

(2011b; 2013). In addition to this, other research findings (Balmer and Chen, 2015; 2017; Santos et al., 2016) strongly suggest that corporate heritage identity traits are antecedent factors for the already empirically proven marketing and managerial benefits of corporate heritage marketing (i.e. such as corporate heritage branding). In this regard too, the brand heritage literature (see 2.3 above) can be collectively used to suggest that the brand-level activation of corporate heritage typically facilitates the benefits discussed above (in section 2.3). However, we argue that this brand-level activation of the corporate heritage concept implicitly entails the activation of some corporate heritage identity traits. However, due to the mostly deductive and/or quantitative nature of the available brand heritage consumer (non-managerial) research, it has largely failed to recognise these traits and to appreciate their essential antecedent role in the process.

Following Balmer's (2011b; 2013) findings, and in particular, the unremitting management tenacity criterion, which calls on corporate management to adopt a custodian stance in relation to their institutions' corporate heritage (i.e. corporate heritage custodianship) (Balmer, 2013), Burghausen and Balmer (2014a; 2015) conducted the first case study of a commercial corporate heritage institution. Although the main focus of this study relates to corporate heritage management, many of the other findings were in line with those of previous research (Balmer, 2011b; 2013). In particular, continuity and change were again found to be essential characteristics of the constant and simultaneous meaningfulness and salience of corporate heritage institutions (Burghausen and Balmer, 2015). Moreover, the notion of bi-lateral trust discussed above was confirmed to be a foundational factor for the salience of corporate heritage identities (ibid), and the notion of the augmented role corporate heritage identities was reaffirmed and these were stressed as factors which can accord corporate heritage institutions unique relevance and legitimacy in their socio-spatial contexts (Burghausen and Balmer, 2014a; 2015; Balmer and Chen, 2015; 2017). Interestingly, the effect of the augmented role corporate heritage identities, and particularly that of national identity on corporate legitimacy had previously been confirmed by Blombäck and Scandeluis (2013, p. 376) when these authors found that the national corporate identity of Swedish corporate heritage institutions has a significant positive effect on the responsible brand image of these corporations.

More recently, focusing on the corporate heritage communications of family-owned businesses, Blombäck and Brunninge (2016) have reaffirmed the value of

communicating corporate heritage identities not only for marketing purposes but also in support of a broad set of management and governance functions and in relation to various groups of stakeholders. More importantly, and reaffirming Balmer's (2013, p. 307) second criterion for corporate heritage institutions, namely the constancy of institution traits, the authors found that high quality products, high quality product delivery, cultures and ethos, and stability of ownership were communicated as unique, consistent and long-standing corporate heritage identity traits of these institutions. The authors also reported that the owners' family histories were featured prominently by the targeted businesses, which can certainly be considered a partial validation of Balmer's (2013, p. 308) third criterion for corporate heritage institutions, namely the external/internal tri-generational hereditary. In the vein of corporate heritage communications too, another more recent study (Maier and Anderson, 2017) has confirmed the corporate heritage identity implementation strategies reported by Burghausen and Balmer (2014a). Moreover, this study has suggested hyperlinking as an additional implementation strategy for the communication of corporate heritage identities to the employee stakeholders group.

Table 7: The criteria of corporate heritage institutions; Adopted from Balmer (2013)

1- Omni-temporality	A corporate heritage should interact with three time-frames: the past, the present and the prospective future. Interactivity here means that the corporate heritage should be meaningful and relevant at all times.
2- Institutional trait constancy	According to Balmer (2013), a corporate heritage will be meaningful if the corporation/institution has been maintaining consistency in at least one of the following 11 traits: (1) corporate heritage ownership, (2) organisation type, (3) organisational rationales, cultures and ethos, (4) product and service focus, (5) manufacturing processes and the delivery of services, (6) levels of quality, (7) location (country and territory of origin), (8) group and class associations, (9) corporate heritage design and style, (10) sensory utilisation, and (11) corporate communications (see Balmer 2013 for a fuller explanation and examples).
3- External/internal tri-generational hereditary	To fulfil this criterion, an institution should have a corporate identity trait(s) which has endured for at least fifty years. Moreover, these multi-generational institutional identity trait(s) should have been passed from one generation to another. These generations may be internal (successive generations of family ownership and/or managers and employees) or/and external (successive generations of customers and other stakeholders).
4- Augmented role identities	To be of meaningful heritage, an institution should be imbued with at least one significant non-corporate identity trait. The institution should represent these unique identity traits across generations (i.e. for not less than 50 years). These are: (1) temporal (identity of time), (2) territorial (identity of place), (3) cultural (identity of culture), (4) social (identity of people) and (5) familial (identity linked to ancestry).
5- Ceaseless multigenerational stakeholder utility	To be classified in the corporate heritage organisation category, it is necessary for an institution to demonstrate how it has been providing utility to consecutive generations of its stakeholders.
6- Unremitting management tenacity	To survive, the institution's heritage needs to be in the custody of a knowledgeable management which is willing to work diligently and vigilantly to protect and invest in it.

## **2.4.2 The corporate heritage identities literature - the research gaps**

Although it is now only seven years old (Balmer, 2011b), the subtopic of corporate heritage identities can be regarded as the second least developed subtopic within the corporate heritage area, after the subtopic organisational heritage, which emerged much more recently (Balmer and Chen, 2015; Balmer and Burghausen, 2015b). Given that this field is so promising but at the same time still at an embryonic stage of development, research on the topic can take two interesting routes to expand our currently very limited knowledge. The first of these routes, which is the one followed by this thesis, takes as its starting point the criticism made by Balmer and Chen's (2017, p. 1,511) of the general marketing literature, which according to them is characterised by a narrow focus on researching the economic benefits of marketing. The current research therefore focuses on exploring the concept of corporate heritage identities in relation to non-economic marketing benefits. What little literature there is in this area has so far dealt with the corporate heritage identities phenomenon in relation to CSR (Blombäck and Scandeliuss, 2013) and national cultural and national historical identity (Balmer and Chen, 2015; 2016; 2017) only. This thesis will follow the interesting lead of Blombäck and Scandeliuss (2013), as it examines the relationship between corporate heritage identities and CSR by adopting a corporate heritage identity lens on the CSR practices of some emerging corporate heritage institutions. In this, the thesis aims to explore whether CSR constitutes another corporate heritage identity trait in addition to those suggested by Balmer (2013) and validated by others (Burghausen and Balmer, 2014a; 2015; Balmer and Chen, 2015; 2016; 2017; Blombäck and Brunninge, 2016; Santos et al., 2016). The choice of this route is in fact supported by some corporate heritage and CSR research (discussed in sections 2.5, 2.6 and 2.7 below) whose findings strongly suggest that this is a valid aim, and provide support for the idea that the CSR concept is integral to the corporate heritage identity phenomenon.

The second of the two possible research routes, which this thesis explores on a secondary level, relates to re-exploring the phenomenon, and more specifically the validity and the relative importance of Balmer's (2013) six criteria of corporate heritage in a variety of institutional, industrial and country contexts. For example, according to Pecot and De Barnier's (2017) conceptualisation of the role of attitudes towards time and the past in heritage brand construction, the importance and the

nature of the omni-temporality criterion may be lower or different in relatively new or emerging industrial, institutional and social contexts. The later, moreover, can be the case in countries characterised by a future orientation (see Hofstede et al., 2010). Similarly, in technology-based industries such as banking (see Dangolani, 2011) corporates' managements may be less willing to assume the corporate heritage stewardship role because of the lower perceived value of corporate heritage. Unremitting management tenacity can therefore become far less important.

In the light of such speculations, therefore, this doctoral thesis re-explores the phenomenon in a new institutional context which to the best of the researcher's knowledge has been considerably neglected so far, and that is the context of emerging corporate heritage institutions. These are institutions which seem to be of corporate heritage, but they barely meet the minimum threshold of Balmer's (2013) tri-generational hereditary criterion, which he quantified as a minimum of 50 years. In fact, the limited corporate heritage identity research which has been conducted has focused on institutions which are considerably older than the Balmer's (ibid) minimum threshold (i.e. at least 300 years - see appendix 1.2). An exception to this is a very recent study (Maier and Andersen, 2017) which has examined a 70 years old corporate heritage institution. However, dissimilarly from this thesis, the study is very narrowly focused on the corporate heritage communication and has deductively followed the corporate heritage identity implementation strategies (Burghausen and Balmer, 2014a) and in relation to the employees' group. Besides, it has solely relied on data collected from the company's intranet. For this reason, there is a need now to explore the corporate heritage identities phenomenon within what can be described as emerging corporate heritage institutions whose age is close to the minimum threshold of Balmer's (ibid) conceptualisation. Such an exploration would throw light on the phenomenon in its early stages of formation and appearance, and thus help to advance the current understanding of the phenomenon.

Additionally, this thesis explores the phenomenon in the banking context, which has so far been examined twice only. These studies moreover were conducted from a narrow corporate heritage branding perspective rather than a broad corporate heritage institutional perspective (for example, see Bargenda (2015), which focuses on heritage architectures, and Uralman and Selvi-Taşdan (2017), which investigates corporate brand heritage communications). In addition to the fact that the

technology-based nature of the banking industry makes it an interesting context for corporate heritage research, banks themselves can benefit a great deal from such inquiries, as these may reveal their corporate heritage identity. Such insights can be particularly useful to banks in the light of the legitimacy and reputational challenges they have been facing, especially since the world financial crisis of 2008 (Breton and Coˆte', 2006; Bargenda, 2015; Dunkley, 2015; The Economist, 2018). Also, banking is a very suitable context for this thesis in particular as it aims to explore whether CSR constitutes a distinctive corporate heritage identity trait, as this sector's stakeholder groups are highly diverse and have a very complex range of interests (Achua, 2008). It can reasonably be expected that banks have long records of mature and complex CSR practices, as this is certainly needed for the development and the maintenance of a good reputation and sound financial performance (Dusuki and Abdullah, 2007; Trotta et al., 2011; Bolanle et al., 2012; Ofori, 2014; Fatma et al., 2015).

Furthermore, all these explorations take place in the Hashemite Kingdom of Jordan, which contrasts starkly with the countries (i.e. the United Kingdom, China, Germany Sweden, and Denmark) which have been the contexts of the research on the concept in terms of aspects which are highly relevant to the focus of this thesis (see section 1.6.1).

This section has discussed the research gaps which this thesis aims to address. In the next two sections the researcher presents a rationale for the adoption of a corporate heritage identity perspective on CSR.

## **2.5 The rationale for a corporate heritage perspective on CSR**

The rationale for the adoption of a theoretical corporate heritage perspective on CSR stems from both the CSR literature and the corporate heritage literature. The subsections below discuss elements of the rationale with particular reference to the literature on corporate heritage identity, CSR communications and scepticism towards CSR.

### **2.5.1 The rationale from the corporate heritage literature**

Corporate Social Responsibility (CSR) is defined as economically profitable, legally compliant and ethically and socially supportive business conduct (Carroll, 1991), and the researcher argues that it is an integral element of the corporate heritage identity phenomenon (i.e. refer to section 2.8 which justifies the adoption of Carroll's definition of CSR in this thesis). This argument is in fact supported by the corporate heritage literature, which includes preliminary but substantial indications of the significant relevance of CSR to corporate heritage in general and to the corporate heritage identities concept in particular. When taken together, these indications constitute a solid theoretical basis for suggesting that CSR is not only highly relevant to the corporate heritage phenomenon, but is indeed an integral aspect of its totality.

These indications can be traced back to the very beginnings of the scholarly discussion of the phenomenon (Balmer et al., 2006; Urde et al., 2007; Balmer, 2011a, 2011b), and they differ in the extent to which they are more or less implicit. The first example could be three of Balmer's five essential elements of the crown as a heritage brand, namely Relevant, Responsive, and Respected (Balmer et al., 2006), which can be strongly argued to have CSR-related meanings. Another more implicit indication is Urde et al.'s (2007) claim that brand heritage is relevant to different groups of stakeholders, and that it is therefore helpful to build and maintain unique relationships with them. More explicitly, Balmer (Balmer, 2011a, pp. 532 - 536) discusses showing sensitivity to public concerns - which is clearly a requirement of CSR - as one of four spheres of activity which managers need to engage in for the successful management of corporate heritage brands.

Like the brand heritage literature, the literature on corporate heritage identities (which lies at the core of this thesis) also includes indications of the importance of CSR for the corporate heritage identities of corporate heritage institutions. A clear example is Balmer's (2013, p. 315) notion of corporate heritage marketing, which according to him is an organisation-wide philosophy which is partially underpinned by a CSR-related ethos that is expressed through ongoing CSR roles and responsibilities. Importantly, this part of Balmer's description of the notion can be



understood as a suggestion that an institution's CSR roles and responsibilities can constitute a corporate heritage identity trait. This interpretation, moreover, seems quite logical when considered in the light of Balmer's (2013) criteria for corporate heritage institutions, and particularly the fifth criterion, i.e. ceaseless multi-generational stakeholder utility, which CSR can certainly fulfil by building on the utility it has continued to provide to a variety of stakeholder groups since the middle ages (Caulfield, 2013).

In addition to this, the same article (Balmer, 2013) emphasises corporate survival and profitability as core functions and prime aims of corporate heritage marketing. Interestingly, this emphasis can also be argued to be related to the CSR concept, as survival and profitability are at the very heart of CSR theory, which considers them to be the most basic social responsibility of profit-seeking firms (Carroll, 1979; 1991). Furthermore, it has been argued that a non-institutional sense of responsibility is one of the six managerial stewardship dispositions which underpin the totality of the corporate heritage identity stewardship theory (Burghausen and Balmer, 2015a). This managerial stewardship disposition refers to corporate heritage institutions' managers' sense of custodial duty towards their institutions' external environments, and stems from the managers' perception of the heritage status of their institutions within their socio-spatial surroundings.

Having discussed the rationale for the adoption of a corporate heritage theoretical perspective on CSR which stems from the corporate heritage literature, the researcher turns in the next subsection to discuss the rationale which can be identified in the CSR literature itself. This relates mainly to CSR communications and scepticism towards CSR.

### **2.5.2 The rationale from the CSR literature**

Van Beurden and Gössling (2008) conducted a review of the literature on the relationship between corporate social performance and corporate financial performance. Using a detailed meta-analysis approach, the authors were able to confirm that corporate social performance has a positive effect on corporate financial performance. In details, the authors reported that 68% of the studies which were included in the review found a positive relationship between the two Van

Beurden and Gössling (2008) conducted a review of the literature on the relationship between corporate social performance and corporate financial performance. Using a detailed meta-analysis approach, the authors were able to confirm that corporate social performance has a positive effect on corporate financial performance. In details, the authors reported that 68% of the studies which were included in the review found a positive relationship between the two constructs, while only 6% found a negative relationship and 26% indicated that the relationship was not significant. However, the authors suggest that several studies in this last group actually found a positive relationship, but due to methodological issues they were reported as non-significant. The authors' findings have been subsequently confirmed by the results of more recent meta-analysis studies (Wang et al., 2016; Mikołajek-Gocejna, 2016) that have similarly reported a positive relationship between corporate social performance and corporate financial performance. Moreover, marketing and consumer behaviour studies have for the most part also reported positive effects for practising different forms of CSR on marketing and consumer-related outcomes (see Appendix 2.1 for a more detailed overview of a sample of studies which support the idea that CSR has a positive effect on customer-related outcomes. Moreover, section 2.10 discusses the business benefits of CSR in further details).

In reality, however, it seems that many companies are still struggling to ensure that their CSR initiatives have a significant economic (i.e. including marketing) impact (Wicki and Kaaij, 2007; Du et al., 2010; Pérez and Del Bosque, 2012; Story and Neves, 2014; Taylor et al., 2018), which is necessary to fulfil the most basic social responsibility of a profit-seeking institution, namely survival and profitability (Carroll, 1979; 1991). This can be partially - and sometimes completely - attributed to the communication aspect of CSR programmes (Pérez and Del Bosque, 2012; Alhouti et al., 2016), which has always been reported as a challenging and complex endeavour for marketing and public relations practitioners (Wicki and Kaaij, 2007; Vanhamme and Grobten, 2009; Arvidsson, 2010; Du et al., 2010; Elving and Kartal, 2012; Van Rekom et al., 2014; Skard and Thorbjørnsen, 2013; Pang et al., 2018), specifically because of scepticism towards CSR (Mazutis and Slawinski, 2015). Corporations should clearly seek to communicate their CSR efforts in a way which generates business benefits (Du et al., 2010; Öberseder et al., 2013). However, this entails unwarranted risks (Jahadi and Acikdilli, 2009; Yoon et al., 2006; Wagner et al., 2009; Du et al., 2010; Pang et al., 2018), and has become a very complex and controversial endeavour (see for example Gill and Broderick, 2014; Ellen et al.,

2006; Wicki and Kaaij, 2007; Vanhamme and Grobbsen, 2009; Arvidsson, 2010; Du et al., 2010; Elving and Kartal, 2012; Blombäck and Scandeliuss, 2013; Elving, 2013; Van Rekom et al., 2014; Skard and Thorbjørnsen, 2013; Connors et al., 2017; Zhang and Hanks, 2017; Chung, 2018; Manika et al., 2018). Stakeholders and especially consumers no longer find CSR communications credible if they are commercially framed and contain meanings and values which are extrinsic to a sponsoring firm or brand. Webb and Mohr (1998, p. 236) propose that with stakeholders' increasing awareness and knowledge of CSR, attributions will play a decisive role in determining their perceptions and responses. This prediction has been born out as more and more researchers now report that stakeholders' scepticism and cynicism have been fed by the ever growing number of spurious ethical and green claims by companies (Jihadi and Acikdilli, 2009; Arvidsson, 2010), and by media reports about 'green-washing' and ethical misconduct (Jihadi and Acikdilli, 2009). Consequently, the public now believes that CSR is something which companies and marketers talk about but do not truthfully act on (Arvidsson, 2010; Öberseder et al., 2013; Mazutis and Slawinski, 2015), and which they use unscrupulously to increase sales and profits and to distract the public's attention from business misconduct (Öberseder et al, 2013; Lyon and Montgomery, 2015).

As a result of this, a quest for authentic CSR communication has emerged, and authentic CSR communications are now seen to have a higher chance of being believed and ultimately achieving their goals (Wicki and Kaaij, 2007; McShane and Cunningham, 2012; Van Rekom et al., 2014; Mazutis and Slawinski, 2015; Alhouti et al., 2016). In this vein, Rekom et al., (2014) found that a company could avoid scepticism on the part of consumers by imparting some authenticity to its CSR initiatives. Therefore, because corporate heritage has repeatedly been reported to be significantly associated with authenticity in relation to a variety of stakeholders and contexts (see for example, Balmer et al., 2006; Urde et al., 2007; Balmer, 2011a; 2011b; Hudson, 2011; Wiedmann et al., 2011; Hudson and Balmer, 2013; Rose et al., 2016), the researcher argues that an institution's CSR practices can derive authenticity from its CSR heritage identity which the researcher believes is highly likely to exist. It should be noted that this is an idea which justifies the adoption of a corporate heritage identity research perspective on CSR, and this argument can draw on a number of research findings which can be seen as offering direct support (Blomäck and Scandeliuss, 2013; Gill and Broderick, 2014; Blomäck and Brunninge, 2016; Uralman and Selvi-Taşdan, 2017; Iglesias, 2017; Brunninge and Fridriksson, 2017) as well as studies providing indirect support (Webb and

Mohr, 2006; Vanhamme and Grobben, 2009; Pomeroy and Johnson, 2009; Mitra, 2011, Caulfield, 2013) for the idea that it is highly likely that there is an existing CSR heritage that is significant enough to constitute CSR heritage identity, and to authenticate CSR practices. Taken together, this research also provides a sound theoretical underpinning for proposing that the consistent practice of CSR by a long-standing institution can constitute not only a CSR heritage but also a corporate CSR heritage identity trait. This research is discussed in sections 2.6 and 2.7 below.

In relation to this, there is an important stream of CSR communication research which has studied the effects of situational factors in relation to scepticism towards CSR (e.g. Mohar, et al., 1998; Obermiller and Spangenberg, 1998; Elving and Kartal, 2012; Kim and Choi, 2018). This stream includes studies which focused in particular on the role of the credibility and reliability of the source of the message as a communication and situational factor which is demonstrably significant in lowering or increasing stakeholders' scepticism (Jahadi and Acikdilli, 2009; Skard and Thorbjørnsen, 2013; Connors et al, 2015). For example, Yoon et al (2006), Du and Vieira (2012) and Chernev and Blair (2015) recommend the use of third-party sources to communicate CSR-related information, as according to Chernev and Blair (2015) these will be more effective in projecting a benevolent motive for a company's CSR efforts. However, Bhaduri and Ha-Brookshire (2015) found that third-party sources have no significant effect on the perceived trustworthiness of messages, and indeed that their respondents were more positively influenced by highly transparent messages sent by companies themselves rather than by third-party sources. Similarly, Groza et al (2011) found that internal CSR communication sources maximize the positive effects of CSR because of their moderating effect on the relationship between CSR initiatives and consumers' attributions of the motives for CSR. Jo (2004) also found no support for the view that third-party sources, and specifically news editorials, are more convincing than advertising. Moreover, he reported that for highly involved consumers the effectiveness of a communication depends on the quality of the argument. Specifically, he concluded that there is no difference between the two sources for strong arguments, but that advertising is more effective for weak arguments. On the basis of such considerations, the researcher argues that corporate heritage institutions/brands constitute a unique situational factor as a possibly highly credible source of CSR messages, and thus deserve to be examined thoroughly. In fact, this would make an interesting research topic which should begin with an exploration of corporate heritage institutions' managerial perspectives on CSR heritage identity, which is an aim of this thesis.

Moreover, it is argued that such an exploration should be undertaken from a corporate heritage identity theoretical stance.

In the next two sections the researcher discusses the direct and indirect empirical indications of the existence of CSR heritage which is sufficiently substantial to constitute a CSR heritage identity, and to be used to authenticate CSR practices. This is in fact a conception which justifies the corporate heritage identity perspective on CSR which is adopted in this thesis. This discussion first considers the direct empirical indications.

## **2.6 Direct empirical indications**

One thread of the corporate heritage research has either intentionally or unintentionally (Uralman and Selvi-Taşdan, 2017) reached some especially interesting findings on the relationship between corporate heritage (mainly relating to the brand heritage concept) and CSR. These findings are arguably promising, as together they provide a strong indication of the existence of a standalone corporate heritage which relates to corporate institutional CSR practices and records. Moreover, on the basis of these indications, it is likely that this CSR corporate heritage is sufficiently salient to constitute a corporate heritage identity trait in addition to those already suggested by Balmer (2013, p. 307) and validated by others (Burghausen and Balmer, 2014a; 2015; Balmer and Chen, 2015,; 2016; 2017; Blombäck and Brunninge, 2016; Santos et al., 2016).

The first of these studies is the work of Blombäck and Scandeliu (2013), which investigated the question of whether corporate heritage can be a factor which supports corporate CSR communications in the aim of establishing a responsible brand image. The authors found that combining corporate brand heritage communication with CSR communication can positively affect consumers' perceptions of a company as a socially responsible one. Not surprisingly, the authors also found that corporate brand heritage communications alone have no effect on consumers' perception of a company as socially responsible. However, their findings would be much more interesting if they were further explained on a

theoretical level. This is something which in the researcher's opinion could have been done only if the research had been conducted inductively rather than deductively and qualitatively rather than quantitatively, using an approach similar to that employed in this thesis.

Using the archival research strategy, Gill and Broderick (2014) examined M&S annual reports to explore how CSR is incorporated into the discourse of the core brand. Not surprisingly, but nevertheless of interest, they report the use of a brand heritage element which is more consistent with Hakala et al.'s (2011) conceptualisation than with Urde et al.'s (2007) brand heritage quotient conceptualisation. They also concluded that this use aimed to present a picture of a socially responsible company. While this study is commendable for its novel research focus and interesting findings, two critical points need to be noted which make it different from the current thesis. The first is that the study focuses on brand heritage in relation to CSR, while this thesis focuses on institutional corporate-level heritage (i.e. corporate heritage identities) in relation to CSR. The second is the reliance on annual reports as the sole source of data, whereas this thesis uses two sources to triangulate managerial cognitions of the institution's corporate heritage identity in relation to CSR.

Similarly relying on a single source of data, Blombäck and Brunninge (2016) explored the way family businesses use corporate websites for corporate heritage communications. As expected, they report that the corporate heritage is used to build brand identity. Moreover, these businesses were also found to be using their brand heritage communications to achieve a variety of goals in relation to a variety of stakeholder groups. Of most relevance to this present focus, and in line with others' findings (Blombäck and Scandeliuss, 2013; Gill and Broderick, 2014), the authors found that one of these goals is to emphasise the business's genuine commitment to corporate social responsibility. It was also found that this was communicated to different groups of stakeholders according to their unique interests in this regard.

More recently, and in contrast to Gill and Broderick (2014), Uralman and Selvi-Taşdan (2017) used the Heritage Quotient model deductively to analyse the corporate communications of an old Turkish bank. The study found that the concept of brand heritage (following Urde et al.'s (2007) conceptualisation) has been a vital aspect of the bank's communications since its establishment. Of most relevance in

the present context, the authors report that they identified three timeless core values which relate to the bank's role in supporting the national economy and the cultural development of the Turkish community, and in enhancing national pride and the country's image. Although these were not clearly identified as corporate heritage CSR core values for the bank, the researchers argue that these three core values clearly embody CSR-related meanings. Together, therefore, they can be considered to be a reasonably direct indication of the likelihood of a CSR heritage identity for this bank.

Following the same research approach and strategy as Blombäck and Scandeliuss (2013), Iglesias et al. (2017) investigated the moderating effect of brand heritage on the relationship between ethical behaviour as perceived by customers and brand equity. Rather surprisingly, the authors conclude that brand heritage has a negative impact on this relationship. It should be pointed out that the authors' conceptualisation of brand heritage in this study was fully in line with that of Urde et al. (2007) and was not customised to suit the unique nature of the independent variable. In other words, it can be argued that the authors would have identified a positive moderating effect for brand heritage if the organisation's track record, history, and values in relation to ethics had been used in the questionnaire rather than the general heritage identity features as conceptualised by Urde and his colleagues (*ibid*).

Finally, Brunninge and Fridriksson (2017) conducted a conceptual study which discusses the implications of referring to the past in the way companies manage and communicate about their supply chains. The study concludes with seven research propositions which for the most part relate to how the communication of companies' CSR-related past can help to reflect a responsible approach to supply chain management. Importantly, the findings suggest that the communication of this aspect of the corporate past can be associated with greater perceived stakeholders' trust in the company's ability to manage its supply chain responsibly, and can help differentiate its efforts in this regard.

It is significant that all the empirical studies discussed in this subsection, with the exception of Blombäck and Scandeliuss (2013), had a clear brand heritage focus rather than an institutional heritage (i.e. corporate heritage identity) focus, and this is a factor which distinguishes the current thesis from these studies. It is worth mentioning here that the difference between the two stems from the important

difference between the concepts of corporate brand and corporate identity (see Balmer and Gray, 2003, for more on this difference). Methodologically, moreover, and with the exception of only Uralman and Selvi-Taşdan (2017), this thesis is distinguished from these studies by its adoption of the case study research strategy, which is significant in that it uses multiple sources of data.

In this section the researcher has discussed the direct empirical indications of the existence of a standalone CSR heritage, and he now turns to discuss the indirect empirical indicators mentioned in 2.5.2. It is anticipated that any such standalone CSR heritage will be sufficiently salient to constitute an additional corporate heritage identity trait (Balmer 2013) and to be used to authenticate institutional CSR practices.

## **2.7 Indirect empirical indications**

The first of the indirect empirical indicators comes from a rather old study by Webb and Mohr (1998), who found that the duration of an organisation's commitment to a cause has a significant effect on consumers' perceptions of CSR. According to the authors, a longer-term CSR commitment is viewed as stemming from good intentions, while a short-term commitment is seen to be stemming from a desire to generate sales. Similarly, in a different context, Vanhamme and Grobben (2009) found that during crises companies with a long CSR history will be more favourably perceived than companies which have a short CSR history. Moreover, they found that consumers' scepticism about CSR communications during corporate crises will be greater for companies with a short CSR history than for companies with a more established CSR history.

The second indicator is from a study (Pirsch et al., 2007) which investigated and compared the effects of two different types of CSR programme, namely promotional CSR programmes and Institutional CSR programmes, on consumers' responses. It found that in contrast to promotional CSR, institutionalised CSR programmes are characterised by having a long-term rather than a short-term focus, and display involvement in several CSR domains with a set of objectives related to each. Not surprisingly, because of the high level of investment and effort the institutional CSR programmes require, the authors found that consumers' scepticism about a company's motives to engage in CSR will be lower for the institutionalised



programmes than for the promotional CSR programs, which usually require less investment and organisational effort. The study also reported a higher positive effect for the institutionalised CSR programs on customer loyalty and consumer attitudes toward the company than for the promotional CSR programmes.

Similarly, but conceptually though, Pomeroy and Johnson (2009) conducted a study with the aim of understanding how the alignment between a socially responsible corporate image and corporate identity might be enhanced by reducing levels of scepticism about CSR. On the basis of the literature review they conducted, the authors proposed that a CSR message which emphasises a firm's long-term commitment to strategic CSR (Ellen et al., 2006) prevents scepticism towards the CSR message.

Altogether, and in addition to being direct indicators of the benefits of publicising a company's consistency and continuity in relation to CSR, these studies conceptually prove the existence of CSR practices which have been characterised by consistency and continuity over time. In fact, the argument in favour of the existence of such CSR practices can be further reinforced by referring the reader to the interesting studies of Caulfield (2013), Husted (2015) and Loison et al (2018). The latter scholars more or less agree that contemporary CSR practices are noticeably similar to what our forebears' businesses used to do to support their communities. This similarity stems from the fact that many of the current generations' troubles and challenges are, regrettably, somewhat similar to those which their ancestors faced (Husted, 2015). For example, Caulfield employed a structured meta-analysis of historical exhibits to trace involvement in corporate social responsibility across history, and found that many contemporary CSR practices are in fact the 'mimetic adoption' (Caulfield, 2013, p. 236) of practices which now have a substantial heritage in that they have been more or less consistently and continually practised since the middle ages. An example is the practice of corporate donations.

Such findings are in line with Hakala et al's (2011) conceptualisation of brand heritage, which emphasises consistency and continuity as the two complementary axes of a brand's heritage, and they call for research which is very sensitive to their substance, which seems to stem from the roots of corporate heritage. The idea that there are corporate heritage roots for CSR practices justifies the adoption of a corporate heritage identity research perspective on such practices, and can be supported by some of the findings of a research study which examined the Tata

Motors company's website and its CSR reporting (Mitra, 2011). This study found that the company's CSR and reputation-building communications are significantly framed in the light of the company's heritage as a responsible, nationally committed Indian corporation which moreover contributes to nation-building. However, it is worth mentioning here that the author of this study showed little concern to distinguish between the company's history and its heritage, and used them interchangeably throughout the article, including the section detailing the research propositions.

In the section below, the researcher dedicates some effort to discuss and explain the corporate social responsibility (CSR) concept.

## **2.8 CSR: What is it?**

CSR can be said to be a centrepiece concept for all the socially concerned business-related concepts and frameworks, including sustainability, corporate citizenship stakeholder management, creating shared value, business ethics and conscious capitalism (Carroll, 2016). However, this concept has passed through various stages of conceptual development and has been conceptualised in different ways by various scholars (Sanclémente-Téllez, 2017).

The conceptual discussion of the concept arguably began with Bowen (1953), who held an individualistic rather than a corporate institutional perspective here, in that he conceptualised CSR as something that is solely practised and overseen by entrepreneurs. Bowen's conceptualisation is exclusively focused on social responsibilities that are immediately related to the conduct of an entrepreneur's business, while they additionally represent opportunities for entrepreneurs to generate a positive impact on their social surroundings. According to Bowen, these responsibilities include the promotion of business policies and the making of business decisions that are in line with a society's objectives and values. Similar to Bowen, Davis (1960) believed that an entrepreneur is responsible for not basing his/her business decisions and actions solely on technical and economic considerations. Clearly, Davis' conceptualisation embeds an explicit invitation for business people to consider a generalised social impact of their business decisions and actions.

Later, a group of more sophisticated and thus more holistic CSR conceptualisations emerged (Johnson, 1971; Davis 1973; Carroll; 1979; 1991; Jones, 1980; Drucker, 1984; UE Green Paper, 2001; 2011; Kotler and Lee, 2005; Vaaland et al, 2008; Ethos, 2016; Forum Empresa, 2016). Differently from those of Bowen (1953) and Davis (1960), these conceptualisations involved a corporate institutional perspective on business-related social responsibility.

The first of these conceptualisations came from Johnson (1971), who conceptualised the socially responsible company as one in which managers collectively share the responsibility of balancing several different and potentially competing interests in relation to the company, including the interests of employees, suppliers, distributors, etc., rather than the interests of the shareholder groups only. Johnson's socially responsible company may not be deemed as such in Davis' (1973) and Jones' (1980) understanding of corporate social responsibility. For them, the scenario involves contexts where companies are legally required to recognise the interests of their diverse stakeholder groups, since Davis, and Jones to a lesser extent, believed that the social responsibility of a company begins right at the point where it fully fulfils the requirements of the enacted laws within its specific context.

Additionally, there is a small group of studies (e.g. Drucker, 1984; Carroll, 1979; 1991) that have placed a greater emphasis on the economic responsibility of corporate institutions (i.e. the responsibility of generating profits), considering this to be the most basic level of overall corporate social responsibility and a prerequisite for the fulfilment of all the possible types of responsibilities. Drucker (1984) mentioned that a corporate institution fulfils its social responsibility when it generates profits that are high enough to cover the future costs of communities' needs in terms of growth and development (e.g. creating more and more jobs and making social development investments that governments can no longer manage proficiently). Different from Drucker's (1984) conceptualisation, which is content with prioritising and emphasising the social responsibility of generating profits, Carroll's (1979; 1991) conceptualisation went beyond this to delineate other corporate social responsibilities (i.e. ethical and philanthropic responsibilities) where a portion of corporates' profits can be spent in ways that are not necessarily closely related to their business nature (e.g. making donations). In addition to this, Carroll also delineated social responsibilities (i.e. the legal responsibilities) where it is hard to see corporates' profits playing a significant role. Perhaps more importantly, Carroll's

conceptualisation was the first to explicitly consider communities as a major constituent element of corporate social responsibility, largely in terms of their expectations. All the previous conceptualisations assigned this role either to the entrepreneurs (Bowen, 1953; Davis, 1960) or to corporate management (Johnson, 1971; Davis, 1973; Jones, 1980), resigning communities to a limited and largely reactive role.

One of the more recent CSR conceptualisations, that is, that from Kotler and Lee (2005), is quite similar to some of the oldest CSR conceptualisations, especially those of Davis (1973) and Jones (1980). This similarity lies in Kotler and Lee's view that there are two types of what can be considered as CSR practices: ethicality and philanthropy. With this, they shared the belief held by both Davis and Jones that the legal responsibility can be taken for granted, and thus excluded it from their CSR conceptualisations.

Meanwhile, several interesting non-academic efforts have been made by certain NGOs that are concerned with CSR (e.g. UE Green paper, 2001; 2011; Ethos, 2016; Forum Empresa; 2016) to develop, and more importantly, to professionally operationalise the currently available CSR conceptualisations. Arguably, these conceptualisations can be described in terms of their considerable ethical focus and as driven primarily by the sustainable development trend (i.e. a concept/view that is overarched by the CSR concept (Carroll, 2016)).

In partial conclusion, it can be argued that Carroll's pyramid of corporate social responsibility (1979; 1991) remains a uniquely seminal CSR conceptualisation (Baden, 2016; Ehie, 2016). This primacy of the model can be attributed to the comprehensiveness and the realistic view (i.e. its prioritisation of economic responsibility) that characterise it. The former has rendered it uniquely flexible, which, in turn, aligns it with the social constructionist nature of the concept (Eweje, 2007; McShane and Cunningham, 2012; Öberseder et al., 2013; Gill, 2016), while the latter has marked the model with a distinct aura of naturalness that has ensured its continued relevance to the on-going academic and industrial discussions surrounding the roles of the business institutions within society.

Carroll's conceptualisation (1979; 1991) differentiated between four types of corporate social responsibility (CSR): economic, legal, ethical and discretionary/philanthropic. The first, which is the most fundamental and the

prerequisite of the other types of responsibility, stems from the economic essence of a business activity, which requires it to remain productive in a way that assures its survival and continuity across time. Therefore, a company can, for example, achieve this level of responsibility by generating a return on investments to shareholders, creating job opportunities with fair pay for workers and offering new products and services.

The second type of CSR – legal responsibility – relates to society's expectation that a corporate institution will carry out its economic mission in compliance with the enacted laws and regulations within its socio-spatial environment. Nevertheless, as the latter only ensures the minimum requirement of society's consent for the business to have a license to operate (Porter and Kramer, 2006), Carroll suggested the third type of CSR: ethical responsibility. This type of responsibility overcomes the reactivity of laws and regulations and expands the opportunities for businesses to behave proactively by meeting socio-legal concerns within their socio-spatial environment. Thus, ethical responsibilities comprise activities that are not necessarily codified into laws but that are expected of companies, such as avoiding social harm and respecting people (Jamali, 2007; Carroll, 2016).

The last of these types of CSR is discretionary/philanthropic responsibility. This represents the broadest scope of discretionary activities that a business can undertake to give back to the community. The rationale for this stems from the social contract between businesses and society, based on which the public expects businesses to be good corporate citizens in the same way as individuals (Carroll, 2016). Examples of these activities include monetary donations, in-kind donations and voluntarism by employees.

Having outlined some prominent conceptualisations of the CSR concept, strategic CSR will now be discussed. Strategic CSR is the view that this thesis adopts on the implementation of CSR philosophy (refer to section 1.4.1). This stance is highly consistent with the adoption of Carroll's conceptualisation of CSR in the thesis, which prioritises the economic social responsibility of business institutions.

## **2.9 Strategic CSR**

The concept of strategic CSR refers to business practice that aims to combine the achievement of strategic business goals with the promotion of social welfare (Lantos, 2001; Jamali, 2007; Porter and Kramer, 2006; 2011; Martinuzzi and Krumay, 2013; Maas and Boons, 2017). This approach to CSR practice emerged as an extension to scholarly ideas and conceptualisations of the role and responsibility of corporate institutions in society and their naturally overlapping interests.

For some (Lantos, 2001; Porter and Kramer, 2006; 2011; Avram and Kühne, 2008), corporations cannot be deemed responsible for the world's problems. Moreover, as corporations do not have the required resources to solve these problems, they can legitimately aim to address them in a way that simultaneously contributes to their business performance (Barnett, 2019). In this respect, Lantos (2001) argued that CSR efforts that do not contribute to the profit-making purpose of corporate institutions lie outside of the proper scope of activities for these institutions. Subsequently, he considered such activities, which he termed 'altruistic CSR' (Lantos, 2001), considerably unethical practices for publicly held corporate institutions. This stance was justified by the violation that these activities cause for shareholders' property rights, which in this scenario will be unjustly undermined by corporate management (Lantos, 2002). In light of this, and similar to others (Quester and Thompson, 2001; Porter and Kramer, 2008; Martinuzzi and Krumay, 2013; Stoian and Gilman, 2017), Lantos called for a concept of strategic CSR and philanthropy that aligns the achievement of strategic business goals with the promotion of social welfare. This call for a strategic use of CSR resonates well with early scholarly conceptualisations, which emphasised the economic responsibility of business institutions as fundamental for the accomplishment of other, more discretionary, levels of CSR (Drucker, 1984; Carroll, 1979; 1991).

The scholarly belief that the economic interest of corporate institutions (i.e., profitability) and the public's interest in social welfare are not isolated topics is another basis for the strategic view of CSR. Drucker (1984), for example, stated that profitability and social responsibility, which naturally aim to promote social welfare, are not necessarily incompatible. According to him, businesses can always convert these responsibilities into business opportunities. Similarly, Porter and Kramer (2006; 2011) believed that the competitiveness of businesses and the well-being of surrounding communities are not detached aspects but, rather, closely intertwined ones. In fact, it is suggested that companies adopt strategic CSR as a business strategy to bridge the gap between them and their social surroundings (Kuye and Idowu, 2014). This is because it aims to include the environment and society in the

making of strategic business decisions and aspires towards innovation through integrating CSR (Hart and Dowell, 2011; Amini and Bienstock, 2014) into the four central business decisions – what, where, how and for whom the company is producing (Martinuzzi and Krumay, 2013).

However, strategic CSR can be challenging when it comes to implementation (Amini and Bienstock, 2014; Swiatkiewicz, 2017). Managers need to identify interventions that allow the reconciliation of the interests of both the corporation and one or more groups of stakeholders, creating a win-win situation for all involved parties (Jamali, 2007).

Swiatkiewicz (2017) conducted a literature review study with the aim of presenting a compendium of how corporate institutions can integrate CSR into their business strategies, identifying eight different ways through which corporate institutions can link CSR with their business strategies. These are: 1) learning from or imitating corporate institutions that have successfully created a triple bottom line (i.e., economic, social and environmental added value) businesses (Lambin, 2000; Schroder and Denoble, 2014); 2) using CSR activities that support the core business of a firm (e.g., Burke and Longsdon, 1996); 3) conducting cost–benefit analysis of the optimal level of investment in CSR that maximises profits (e.g., McWilliams and Siegel, 2001); 4) focusing on CSR issues, such as generic social problems, value chain social issues and the social dimensions of competitive contexts (e.g., Porter and Kramer; 2011; Maas and Boons, 2017); 5) creating shared values (i.e., Porter and Kramer, 2006); 6) embedded vs. peripheral CSR (e.g., Aguinis and Glavas, 2013); 7) using a checklist approach to CSR as a social and environmental risk (e.g., Davis and Blomstrom, 1975; Spiller, 2000); and 8) using an ethical scorecard (e.g., Spiller, 2000).

Advocates of the second school (e.g., Burke and Longsdon, 1996; Husted and Allen, 2007) argued that for CSR to become an element of a firm's total business strategy, it has to yield substantial business-related benefits for the firm. In particular, they argued that CSR should support the core business activities of a firm. Similarly, but with a bolder economic perspective on CSR, others have proposed the use of neo-classical cost–benefit analysis to determine whether or not to undertake a specific CSR activity. Such an activity should maximise profits and meet the demands of stakeholders. As such, this school (McWilliams and Siegel, 2001; Baron, 2001; Bhattacharyya, 2010) sees CSR as a form of investment that should yield a return that exceeds its cost if it is to be considered successful. In this

school of thought, CSR can be used as a way to achieve differentiation or to build reputation. In fact, Mass and Boons (2017, pp. 171–173) presented examples of companies that have achieved differentiation by combining innovation and CSR to create new values that have responded to neglected, disadvantaged markets with unrecognised/unresolved socio-economic needs.

Porter and Kramer (2006) argued that CSR is not necessarily a cost or constraint for corporate institutions. Instead, it can be a business opportunity, a motive for innovation and a source of competitive advantage. Initially, Porter and Kramer suggested three CSR issues that are more or less strategic to corporate institutions and important to communities: 1) generic social problems that can be socially important but have no significant impact on a company's activities and their long-term competitiveness; 2) value chain social issues that significantly affect and are affected by the daily activities of a company; and 3) factors in the surrounding environment that have a significant effect on the underlying drivers of competitiveness in the places where it operates. These refer, for example, to the availability/unavailability of production inputs/factors and supporting infrastructure.

Later, Porter and Kramer (2011) created the concept of shared value, which refers to policies and operating practices that aim to simultaneously enhance the competitiveness of a company and advance the economic and social conditions of the communities in which it operates. According to the authors, shared value can be achieved by re-conceiving products and markets, redefining productivity in the value chain and building supportive industry clusters at the company's locations. The first can be achieved by focusing on products that better satisfy customers in light of their specific social and economic conditions. The second relates to the adaptation of the concept of productivity within the value chain, going beyond financial cost measures and including social and environmental costs. The third encourages companies to support local institutions within the communities in which they operate, believing that productivity and innovation are strongly influenced by clusters of related businesses, suppliers, service providers and logistics infrastructures.

The concept of shared value was used differently by Aguinis and Glavas (2013) to refer to a type of activity that is beneficial to both businesses and societies but considered either peripheral or embedded from the viewpoint of the strategic and/or operational engagement of a business institution. The authors argued that most companies have social and environmental value statements, most of which are just



empty words that do not significantly reflect the business institution's social and environmental conduct, as CSR in these institutions is a peripheral rather than embedded practice.

This section has discussed the strategic view of CSR, which calls for the integration of CSR within a company's business strategy in order to promote both business profitability and social welfare. In the next section, the business benefits (i.e., the business value) of practising CSR will be discussed. This discussion is necessary to provide the foundations of the theory that will be developed in Chapter Four.

## **2.10 The business benefits of CSR**

The benefits that business institutions may yield from practising CSR can be grouped into three interrelated sets (Aguinis and Glavas, 2012; Chojnacka and Wis'niewska 2016; Gupta and Sharma, 2016): economic benefits (e.g. Beurden and Gössling, 2008; Hou et al., 2015; Wang et al., 2016; Mikołajek-Gocejna, 2016; Reverte et al., 2016; Khurshid et al., 2017; Kukunuru and Singh, 2017; Esteban-Sanchez et al., 2017; Maqbool and Zameer, 2018); marketing benefits (e.g. Hinson et al., 2016; Schramm-Klein et al., 2016; Ogunshola et al., 2017; Kim, 2017; Moisescu, 2017; van Doorn et al., 2017; Huang et al., 2017; Khan, 2017; Kim and Woo, 2019; Bianchi et al, 2019; Park, 2019; appendix 2.1 features a table of additional studies that support the notion that CSR has marketing/consumer behaviour-related benefits for business institutions), and organisational benefits (e.g. Zientara et al., 2015; Chojnacka and Wis'niewska, 2016; Kim et al., 2016; Gupta and Sharma, 2016; Kim et al., 2016; Chaudhary, 2017; Mensah et al., 2017; Ghosh et al., 2018; Islam et al., 2018; Ahmad and Islam, 2018; Rehmani and Khokhar, 2018; John et al., 2019).

The economic benefits are represented in a good or a better financial performance that is linked to practising CSR, while the marketing/consumer behaviour-related benefits are represented in positive consumer perceptions and responses to a company and its products as a result of the same practice. In contrast, the organisational benefits relate to certain employee-related favourable outcomes that are linked to the practice and which can ultimately generate a direct or an indirect

positive impact on a company's value and financial performance. The discussion of these CSR benefits begins with those pertaining to the economic realm.

### **2.10.1 Economic benefits of CSR**

Beginning with the first set of benefits, Hou et al. (2015) conducted a meta-analysis of 28 empirical studies that investigated the relationships between CSR and business performance (i.e. financial performance and operational performance) within East Asian contexts. Here, the authors found the relationship to be generally positive and more significant for operational performance than for financial performance. Additionally, they found that the relationship is moderated by several constructs, including economic development stage and firm size. Similar to Hou et al., Wang et al. (2016) also reported a significant and positive relationship between CSR and corporate social performance. Specifically, the authors found that a higher level of prior CSR is associated with better subsequent financial performance. Interestingly, and somewhat similar to Hou et al. (2015), the positive relationship between CSR and corporate financial performance was found to be stronger within the context of developed economies than within that of developing economies. Elsewhere, Mikołajek-Gocejna (2016) conducted a similar meta-analysis of 53 studies where the relationship between CSR and corporate financial performance was examined. The authors reported that the majority of the included studies (72%) found a significant positive relationship between CSR and corporate financial performance.

Meanwhile, some scholars (e.g. Reverte et al., 2016) adopted a broader perspective on the matter, in that they examined the effect of CSR on organisational performance. This involved a construct that includes not only financial indicators but also non-financial ones (e.g. customer satisfaction and employee satisfaction, corporate reputation, the quality of products or services, and human resource management). The authors found that CSR has a significant direct and indirect effect on organisational performance and that this effect was consistently significant for all the samples included in the study (i.e. manufacturing vs nonmanufacturing, proactive vs non-proactive, smaller vs larger and younger vs older firms). In addition to this, the study revealed evidence of a consistently significant and positive relationship between CSR and innovation. In fact, the latter aspect was also found

to play a mediating role in the relationship between CSR and organisational performance in the case of the manufacturing companies.

A similar relationship has also been reported to be significantly positive within the context of the banking industry (e.g. Esteban-Sanchez et al., 2017; Kukunuru and Singh, 2017; Maqbool and Zameer, 2018). For example, Esteban-Sanchez et al. (2017) analysed the effects of four different dimensions of corporate social performance (i.e. corporate governance, relations with employees, relations with the community, and product responsibility) on the corporate financial performance of 154 financial institutions in 22 countries that were notably affected by the financial crisis. Here, the authors found that good corporate governance and good relations with employees have a significant positive effect on corporate performance, which is measured in terms of return on equity (ROE) and return on assets (ROA). Meanwhile, the crisis was reported to have played a negative moderating role in the relationships. Similarly, Maqbool and Zameer (2017) examined the same relationship within the Indian context through collecting data for 28 banks listed in the Bombay stock exchange for a period of ten years. Here, the authors found that CSR positively impacts profitability and stock returns. Elsewhere, Al-Malkawi and Javaid's (2018) study, which focused on a Middle Eastern banking context (i.e. Saudi Arabia), arrived at similar findings. On examining 107 non-financial firms listed on the Saudi Arabian stock market over a ten-year period from 2004 to 2013, Al-Malkawi and Javaid found a significant positive relationship between CSR, profitability, and firm value.

In the subsection below the researcher turns to discussing the marketing benefits of CSR.

### **2.10.2 Marketing benefits of CSR**

Turning to the marketing benefits of CSR, Scharmm-Klein et al., (2016) conducted a study to develop the currently limited available understanding of the impact of CSR activities on retailer performance. Adopting Sen and Bhattacharya's (2001) comprehensive categorisation of CSR activities, which, according to the authors, covers all the facets of the CSR practice within the retailing sector, the study found a generally positive impact for CSR activities on retailer performance. To be more specific, the authors found that the perceived credibility of retailer CSR activities has a positive effect on consumer loyalty toward the retailer. Moreover, the perceived

credibility of retailer CSR activities was found to have a positive influence on the relationships between perceived retailer CSR activities and purchasing behaviour.

Meanwhile, the food industry was the context of a recent study from Kim (2017), which, interestingly, was partially aimed at differentiating between the effect of proactive CSR and that of passive environmental CSR on customer attitudes and intentions. Specifically speaking, the study found that consumers show more favourable attitudes toward a company when it *proactively* implements environmental CSR rather than passively. Furthermore, the study found that consumers show more favourable intent to support a company by engaging in positive communications about it and more favourable intention to purchase from the company when this more proactive activity is demonstrated. The study found that for a company that implements a proactive rather than a passive environmental CSR, any price increase on a given product leads only to a relatively minor decrease in the consumers' purchase intentions and attitudes.

While also focusing on customer attitudes as a dependent variable, but with using a larger sample of brands from multiple industries, van Doorn et al. (2017) reaffirmed that CSR has a positive effect on customer attitude and customer retention, the latter generally amounting to a period of two years. According to the authors, several of the study's findings reaffirm those of the prior work from Arora and Henderson (2007), which stated that a social cause attached to a product or service benefits an unknown brand more than it does for a well-known brand. In line with this finding, van Doorn et al. stated that brands with limited advertising budgets could benefit more from engaging in CSR than brands with expansive advertising budgets.

In addition to customers' attitudes, purchase intentions, and retention, customer-company identification has also been studied in relation to CSR. For example, using a sample of restaurant customers in Taiwan, Huang et al., (2017) found that CSR had a significant positive effect on customer-company identification. Moreover, CSR was also reported to have a stronger effect on customer-company identification than service quality.

Elsewhere, the effect of CSR on corporate reputation was the subject of two very recent research studies (Park, 2019; Bianchi et al., 2019). In the first (Park, 2019), CSR was examined as a determinant of corporate reputation in the airline industry. Collecting data from the customers of 967 airliners, Park found that CSR has a generally positive effect on airliners' reputations, which are mediated by customer

attitude and satisfaction. Meanwhile, in the second study (Bianchi et al., 2019), CSR was found to have a direct positive effect on brand image, cognitive satisfaction, and on a corporate reputation that is mediated by brand loyalty. In similar vein, Kim and Woo (2019) examined whether a CSR-related reputation can serve as a buffer in times of a product-harming crisis. Here, it was found that if a company has a good existing CSR reputation then it should experience a lower decrease in its CSR reputation during a product-harming crisis than one that had a bad CSR reputation prior to the crisis. In the same scenario, good prior CSR reputation should lead to greater resistance to negative information about the company, greater supportive communication intent, and greater crisis resiliency among consumers compared to a company with bad prior CSR reputation.

Furthermore, and most relevant to this thesis since the focus is on a developing country's banking sector, Hinson et al. (2016) and Fatma and Rahman (2016) chose to study the effect of CSR on consumer responses within the banking sectors of India and Ghana. For the Indian study, CSR association was found to be positively related to consumer purchase intention. Moreover, this relationship was reported to be moderated by consumer awareness of CSR activities. Meanwhile, in terms of the Ghanaian study, CSR initiatives as a whole were found to have a significant positive effect on customers' attitudes and behavioural intentions. Remarkably, the findings show that Ghanaian banks' customers prefer corporate philanthropy initiatives to community volunteering initiatives. Furthermore, the former was found to have a greater effect on Ghanaian bank customers' attitudes and behavioural intentions than the latter.

In the next subsection, the researcher discusses the last set of the business CSR benefits, namely, the organisational benefits.

### **2.10.3 Organisational benefits of CSR**

A specific strand of the most recent studies on the organisational benefits of CSR has looked into the effect of CSR on employee commitment (e.g. Kim et al., 2016; Mensah et al., 2017; Ahmad and Islam, 2018; Rehmani and Khokhar, 2018). Using data collected from 310 casino companies' employees through a survey, Kim et al. (2016) found that the employees' perception of CSR is composed of four different but related substantive dimensions: the economic, the legal, the ethical, and the

philanthropic responsibilities. Most importantly here, the authors found that the employees' perception of CSR is positively associated with their organisational commitment to the casino company, while their perception was also reported to have a negative association with the turnover intentions that are mediated by their organisational commitment.

Elsewhere, the manufacturing sector of a developing country was the focus of a study from Rehmani and Khokhar (2018), which investigated the mediating role of CSR between CEOs' ethical leadership and organisational commitment and proved that the speculated mediating role of CSR indeed existed. In similar fashion to Kim et al. (2016), but with a focus that is more relevant to the current thesis, both Rehmani and Khokhar (2018) and Mensah et al. (2017) studied the same relationship (i.e. the relationship between CSR and organisational commitment) within the context of the Ghanaian banking sector. Reportedly, a strong positive relationship was found between the corporate social responsibility that is directed towards employees and their organisational commitment. Consequently, the authors highlighted that being particularly concerned with the welfare of the employees boosts the latter's commitment, which, in turn, enhances the performance and the growth of the corporate institution. Similar findings were also reported in a study conducted within the banking sector of Pakistan (Islam et al., 2018). This study identified an additional positive relationship between CSR and organisational identification, which is mediated by organisational trust. Further, similar findings were also reported in a study that was recently conducted within the context of Pakistan's higher education sector (Ahmad and Islam, 2018). Here, CSR was notably found to have a positive impact on the faculty members' commitment, organisational identification, and engagement.

Focusing on engagement as a dependent factor in the relationship with CSR, Chaudhary (2017) used the non-experimental correlation field study design along with a sample of 187 business professionals from private and public Indian firms. Here, the author concluded that a firm's involvement in CSR could have a positive influence on employees' attitudes and behaviour at work. In fact, Chaudhary's (2017) findings can be supported through the findings of an integrative literature review study from Gupta and Sharma (2016), who stated that internal CSR (i.e. the practices that directly impact the physical and psychological functioning of employees) has an indirect positive effect on employees' performance through increased employee engagement. The latter study found a similar but lesser effect

on employees' performance for the external CSR practices (i.e. CSR activities that an organisation conducts outside of its boundaries).

The latter study's findings can be compared to a further study involving Polish hotels' employees that investigated the effect of self-related CSR experiences and others-related CSR experiences (Zientara et al., 2015). Here, the former refers to an individual's perception of how he or she is treated by an organisation, while the latter refers to an individual's perception of how the organisation behaves towards stakeholders other than him or herself. Interestingly, the study found that there is a positive relationship between self-related CSR experiences, job satisfaction, and organisational commitment, while, with regard to the self-related CSR experiences, the study found them to be positively linked to organisational commitment.

In this section, we discussed a variety of CSR empirical research studies, which, when taken as a whole, prove the value of practising CSR for business institutions. The next section provides a summary of the chapter while primarily focusing on the main findings of this literature review. These findings will be restated in the form of an overall research question that directs the enquiry of this doctoral thesis and suggests a suitable research methodology. This methodology is discussed in detail in the next chapter.

## **2.11 Summary and conclusion**

This chapter has discussed the corporate heritage topic, explaining what it is and why it is important. As well as this, the chapter reviews the literature on the topic under the headings of three main subtopics, namely brand heritage, corporate heritage identities and the more recent research focus of organisational heritage. Each of these subtopics can be said to represent a stage in the evolution of the conceptual discussion of the corporate heritage phenomenon (see Figure 1 above). Although it is not of immediate relevance to the focus of this thesis, the brand heritage subtopic is also discussed in depth in this chapter. The reason for this is that this subtopic can be said to be the first stage in the evolution of the discussion, and it has consequently received most of the scholarly attention in this area. Its

inclusion is intended to give a fuller picture and above all to facilitate comprehension of the core concept and of the literature dealt with in this thesis.

Moreover, to provide underpinnings for the theory developed in Chapter Four of this thesis, a diverse sample of empirical studies that investigated and validated the business value of practising CSR has also been discussed. Furthermore, the chapter has also discussed prominent CSR conceptualisation, including the strategic view of CSR.

In the course of the discussion in this chapter, the researcher identified four interesting research gaps. The first which is the most important in the context of this research relates to the lack of research which investigates the corporate heritage identity concept in relation to the CSR concept, which is argued in this chapter to be an essential aspect of the former. It should be pointed out that this deficiency in the literature was identified in spite of many direct and indirect empirical and conceptual indications on: (1) the integrality of the CSR concept to the corporate heritage identities concept, (2) the strong likelihood that there is CSR heritage that is sufficiently salient to constitute a standalone CSR heritage identity trait, and (3) the significant relevance of the latter (i.e. CSR heritage identity) to the hurdle of scepticism towards CSR. The second research gap relates to a noted scarcity of corporate heritage identity research which examines the phenomenon within corporate heritage institutions whose age is within the minimum threshold of Balmer's (2013) criterion in this regard. The third research gap has to do with the types of organisation which have been investigated, and is a lack of research examining the corporate heritage identity phenomenon in the banking context. Such examinations are warranted due to the reputational and legitimacy challenges which banks are facing. Finally, the fourth research gap relates to the lack of research that has investigated the phenomenon in the context of developing countries in the east which are characterised by their relative newness (in sociopolitical terms) and their past (i.e. short-term) cultural orientation. The second, third, and fourth of these research gaps are in line with Balmer's (2013, p. 308) allusion to the critical role of context as a vital factor in the formation of the corporate heritage identity phenomenon.

The research gaps identified here lead to one primary research question, as follows:



*- Why can corporate social responsibility (CSR) be considered to be a corporate heritage identity trait in the context of emerging corporate heritage institutions in the Jordanian banking sector?*

The next chapter, namely Research Methodology, discusses in detail the methodology of this thesis, which is designed to find valid answers to this research question.

## Chapter 3: Research Methodology

### 3.1 Introduction

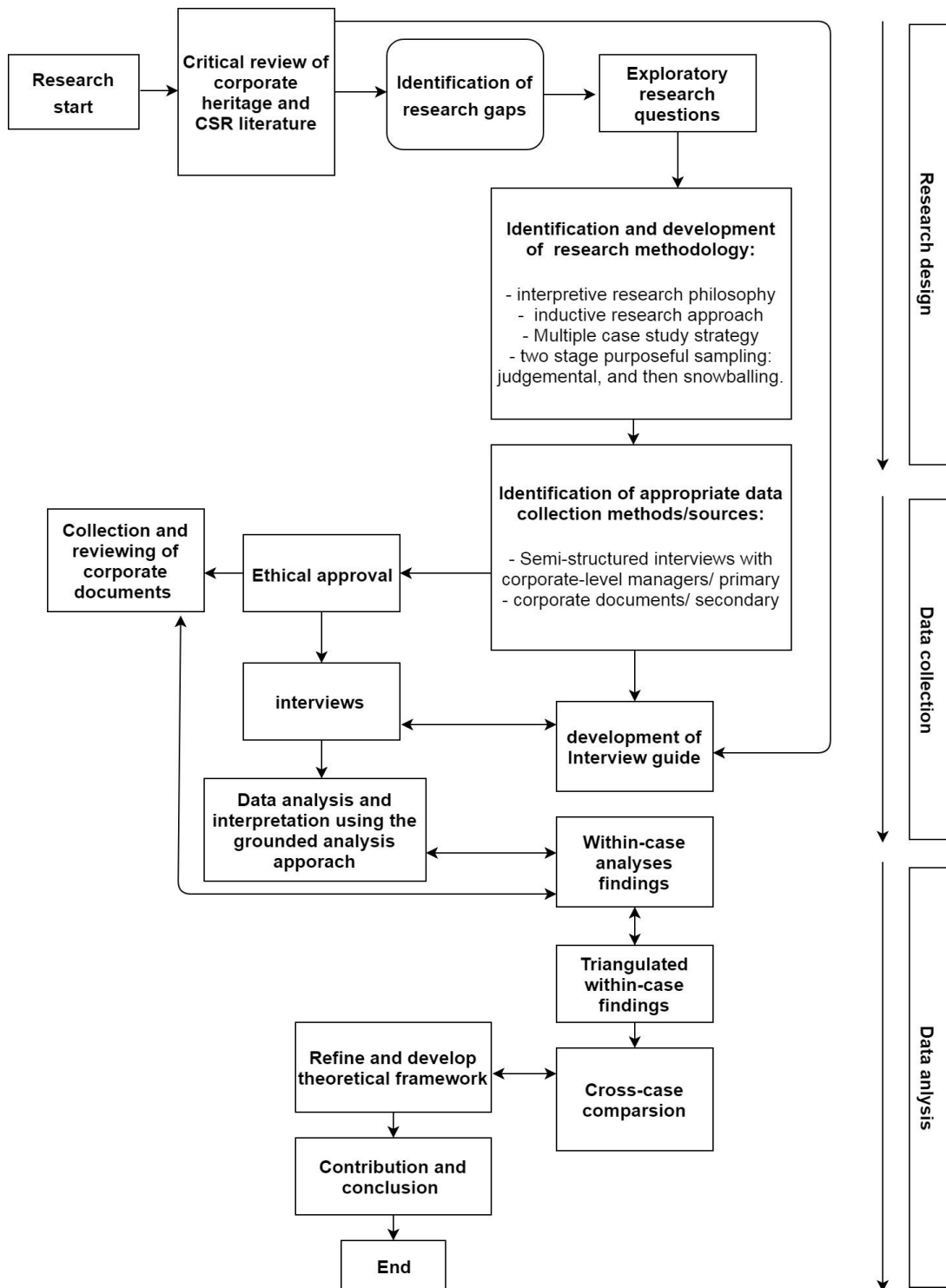
The discussion in the previous chapter concluded by introducing one main exploratory research question. To develop trustworthy answers to this question, the researcher adopted the interpretive philosophical research stance and the inductive research approach (Bryman, 2016) within an exploratory multiple case study research strategy (Yin, 2003). This case study relied solely on qualitative data which was collected in a cross-sectional rather than longitudinal fashion and was analysed using the within-case analysis and the cross-case analysis methods. Furthermore, the quality and ethical integrity of the research were ensured by adopting Lincoln and Guba's (1985) and Guba and Lincoln's (1994, cited in Denzin and Lincoln, 1994) trustworthiness assessment and Diener and Crandall's (1978) conceptualisation of research ethicality respectively.

Three of the oldest, most successful and most CSR-active banking institutions in Jordan were selected as cases for the study. The collection of the primary research data was carried out by means of semi-structured interviews. Secondary data (i.e. corporate documents) was also collected to corroborate the findings of the analysis of the interviews through data triangulation. The interviewees were 23 corporate-level managers who were selected through a two-stage sampling process, namely judgmental and then snowballing. The interviews aimed to identify these managers' cognitions of the banks' corporate heritage identity by asking open-ended questions which were mainly themed around the banks' past, present and likely future. Some of the analytical tools of the grounded analysis approach were used for the within-case analysis, namely multi-stage coding, constant comparisons, and memo writing and diagrams (Charmaz, 2006, Corbin and Strauss, 2008), while a cross-case comparison at the theory by theory level was employed for the cross-case analysis (Eisenhardt, 1989).

The suggestion that CSR can be a distinctive corporate heritage identity trait and that the corporate heritage identities phenomenon can take a different form in relatively young (i.e. emerging) institutional and social contexts is completely new, and this novelty therefore requires the use of exploratory multiple case study research to determine how plausible this notion is and to arrive at theoretically generalisable findings on this matter (Stake, 1995; Yin, 2003). In view of the social constructionist nature of the corporate heritage identities phenomenon (Balmer, 2013; Rindell et al., 2015; Balmer and Chen, 2015) and of the CSR concept (Eweje, 2007; Dahlsrud, 2008; McShane and Cunningham, 2012; Öberseder et al., 2013; Gill, 2016), the research design follows the interpretivist paradigm (Saunders et al., 2009) and approaches data collection from a predominantly inductive rather than a deductive research stance. Additionally, tools from the grounded analysis approach were chosen due to their unique ability to develop grounded concepts which can summarise great amounts of data in relation to a phenomenon, and thus produce elements of a thematic theory which can explicate the phenomenon (Charmaz, 2006; Corbin and Strauss, 2008). The theory by theory cross-case comparison also enabled the researcher to develop refined theories which have high theoretical generalisability (Eisenhardt, 1989). In addition to this, a trustworthiness assessment of the research quality (Lincoln and Guba, 1985; Guba and Lincoln, 1994 cited in Denzin and Lincoln, 1994) is adopted in this study due to its high compatibility with this thesis's philosophical stances and with its phenomenological nature (Bryman, 2015). Finally, Diener and Crandall's (1978) conceptualisation of research ethicality offers a comprehensive overview of all the possible transgressions which can be committed by a social researcher (Bryman, 2015).

Figure 5 below shows the research process followed in this study. The following sections also provide further details of the elements of the research design and offer a fuller rationale for the decisions taken in each case. These decisions were made in the light of the research question and the nature of the research topic in terms of its current theoretical and empirical maturity (Bryman and Bell, 2003; Maylor and Blackmon, 2005). The discussion first focuses on the research philosophy.

Figure 5: Overview of the research process



### **3.2 The research philosophy**

According to Saunders et al. (2009), 'research philosophy' is an overarching term which relates to the way a researcher gains and develops knowledge and the way he/she understands the nature of that knowledge. The philosophies of social studies research in general, and of business and management research in particular, have four essential aspects (Saunders et al., 2009; Collis and Hussey, 2003), which need to be consistent with one another in order for a research project to produce valuable contributions to the available knowledge in relation to a specific field or topic (Saunders et al., 2009). These are: Ontology (i.e. views regarding the nature of reality or being, and the nature of social entities), Epistemology (i.e. views regarding what is acceptable knowledge), Axiology (views relating to the role of personal values in the research process) and Research Methods (i.e. views about what data to collect and how that data should be collected and analysed in order to reach credible and valid conclusions) (Bryman and Bell, 2003).

Positivism and Interpretivism are the most widely discussed and adopted research philosophies in the business and management fields (Myers, 2009). Table 8 below shows the major differences between them in terms of ontology, epistemology, axiology and research methods. While the interpretivist and positivist approaches are usually presented as contrasting research philosophies (Matthews and Ross, 2010, p. 26), critical realism (a branch of the realist philosophy (Bryman, 2016)) is a third philosophical stance which is argued to occupy the middle ground between the two (Myers, 2009).

Table 8: Comparison of the Positivist, Critical Realist and Interpretivist research philosophies; adapted from Bryman and Bell, 2003; Collis and Hussey, 2003; Saunders et al., 2009; Myers, 2009; Matthews and Ross, 2010; Bryman, 2016.

	Positivism	Critical Realism	Interpretivism
Ontology	Reality exists externally to actors, and is objective and of singular nature	Reality is objective and exists independently of actors, but it may be interpreted differently because of the subjectivity of actors	There are multiple realities, which are subjective and socially constructed
Epistemology	Only sensible (i.e. observable) phenomena provide credible data/facts which are worth studying	Phenomena create sensations which may be misinterpreted through social conditioning. Thus, these social conditions/processes should be studied as credible sources of knowledge	Subjective meanings and social phenomena constitute the facts/data to be studied. The social context is important as it affects meanings and shapes social phenomena
Axiology	The researcher's values have nothing to do with the research as data collection and analysis are handled objectively	The researcher's values will have an impact on research as researchers are subject to social conditioning	The researcher's values cannot be separated from the research process as he/she is part of what is being researched
Research methods	Highly structured, employ large samples, and usually employ quantitative data and quantitative analysis methods in a deductive approach	The subject of the study determines the methods to be employed. They can be highly structured or less structured, quantitative or qualitative, deductive or inductive, or mix of the above	Less structured, usually qualitative within an inductive research stance; small samples are employed

### 3.2.1 Justification for the adoption of the interpretive research philosophy

Most of the empirical research available in the field of corporate heritage (e.g. Urde et al., 2007; Hudson, 2011; Balmer, 2011a, 2011b; Rindell et al., 2015; Burghausen and

Balmer, 2014a, 2015; Cooper et al., 2015; Santos et al., 2015) adopts the interpretivist stance as its research philosophy, as do the only doctoral theses in this area (Burghausen, 2013, on corporate heritage identity management; Gill, 2016, on the subtopic of brand heritage and CSR). The current research follows the same path, and this decision can be justified by ontological, epistemological, methodological and topical considerations. Firstly, the corporate heritage phenomenon (as well as the corporate heritage identities phenomenon) is a subjective, socially constructed rather than an objective, independently existing reality (Balmer, 2013; Rindell et al., 2015), a reality which may change and which may be multifaceted in nature (Saunders et al., 2009; Bryman, 2016). It is the subjective meanings and perceptions of individuals and societies that are the elements which constitute the totality of any socially constructed phenomenon (see Blumer's symbolic interactionism theory, 1986; Bryman and Bell, 2003; Collis and Hussey, 2003). These meanings and perceptions are the data which must be investigated in order to explain and describe the corporate heritage identity phenomenon and its possible CSR aspects. In fact, Balmer (2013) alludes to the importance of an institution's context as a major factor in determining the point of time at which the corporate heritage identity phenomenon emerges and the intensity of its emergence. Secondly, this means that qualitative rather than quantitative data are needed for this research project, and that this should be collected and analysed using less structured procedures and techniques (see Table 8 above). Thirdly and finally, the corporate heritage field in general and the corporate heritage identities subtopic in particular are still at an early stage of development both theoretically and empirically (Balmer, 2013; Burghausen and Balmer, 2014a, 2014b, 2015; Balmer and Chen, 2015; Balmer and Burghausen, 2015a; Santos et al., 2016). The CSR concept is a socially constructed concept which has no fixed meaning, but instead a meaning which is context-dependent (Eweje, 2007; McShane and Cunningham, 2012; Öberseder et al., 2013; Gill, 2016). It is for such reasons that the adoption of an interpretivist research stance for studying a CSR-related topic seems to be highly rational and justified.

Additionally, limited scholarly attention has been paid to the idea that the corporate heritage identity phenomenon and CSR are closely related, or that long-established institutions may be incubating a CSR heritage identity trait which might be of use in combatting scepticism about CSR (see Blombäck and Scandeliuss, 2013; Gill and Broderick, 2014; Gill, 2016). Bryman and Bell (2003) and Bryman (2016) suggest that

the interpretive research philosophy and qualitative research methods are the most appropriate choices for a researcher who is researching a topic for which there is little or no literature. As already pointed out, the field of corporate heritage identities is still at a very early stage of development (Balmer, 2013; Burghausen and Balmer, 2015), and there is thus a pressing need to advance the theoretical understanding of this new research topic. For this reason, making an original contribution to the field will clearly require an element of theory development which is underpinned by thick explorations, and this is indisputably particularly compatible with the interpretive research stance (Corbin and Strauss, 2008; Myers, 2009).

Having discussed and justified the philosophical stance adopted in this thesis, the researcher now moves on to discuss another aspect of its methodology, namely, the research approach.

### **3.3 The research approach**

When it comes to research which involves a theory (i.e. theoretical empirical research), which is a hallmark of social studies research (Bryman, 2016), a researcher has two mainstream options to choose from in regard to the relationship between theory and data; these are deductivism and inductivism. Deductivism is a research approach in which decisions regarding data collection follow a predetermined theory (or conceptual framework) which on the basis of the literature is believed to be relevant and capable of explaining or describing a social phenomenon (Maylor and Blackmon, 2005). In such a case, data are collected to fit with hypotheses derived from the theory. Inductivism, on the other hand, is a research approach in which decisions in relation to theory (i.e. choosing an existing theory or building a new one to explain a social phenomenon) follow the results of data collection and analysis. Thus, theory in this research emerges from data and is determined by the pattern(s) which data analysis reveals (ibid). The researcher now justifies the decision to embark on data collection from an inductive research stance.



### **3.3.1 Justification for the adoption of the inductive research approach**

For this research, the inductive rather than the deductive research tradition will determine the relationship between data and theory. In fact, inductivism is the research approach which was followed in the seminal research on the brand heritage (Balmer et al., 2006; Urde et al., 2007; Santos et al., 2015) and corporate heritage identities (Balmer, 2011b) subtopics. Moreover, it is also the approach most frequently adopted in the few studies (see 2.6 above for a discussion of these) which have identified links between the corporate heritage concept and the CSR concept (Gill and Broderick, 2014; Blombäck and Brunninge, 2016). The inductive research approach is seen as more compatible with a qualitative interpretivist research stance than the deductive approach, which is viewed as a more quantitative and positivistic approach (Bryman, 2015). Moreover, the inductive approach is characterised by great flexibility, which is a feature which social researchers have been calling for since the appearance of the social sciences in the 20th century (Saunders et al., 2009). This flexibility is essential to explore and explicate rather than merely describe a social phenomenon, and to account for the role of the phenomenon's context in shaping and determining its nature, intensity, and qualities (Saunders et al., 2009). The current research aims to explore and build a theory which explicates the links between corporate heritage identities and CSR, within contexts which have received minimal research attention only (i.e. emerging corporate heritage institutions in relatively nascent societies), and the inductive research approach seems to be more compatible with this focus (Saunders et al., 2009). Bearing in mind Creswell's (2002) conceptualisation of the role of the research topic in determining the appropriate research approach, the rationale for adopting the inductive approach is reinforced by the nascent nature of the research topic.

In the next section, the researcher discusses and justifies the use of the exploratory multiple case study research strategy.

### **3.4 The research strategy**

A research strategy is in fact a research plan (Matthews and Ross, 2010) which a researcher follows to obtain answers to research questions and to achieve research objectives (Saunders et al., 2009). More precisely, it is the element of the research design which defines the boundaries of the research project and establishes a framework for data collection and analysis (Bryman and Bell, 2003). Importantly, it is also what aligns the project's philosophical stance and approach with its data collection methods and analysis procedures and techniques, creating harmony across the various aspects of the research design and the decisions it incorporates, and ensuring a high level of consistency and quality in the overall design (Saunders et al., 2009). Within the business and marketing research fields, scholars have followed a variety of research strategies, including surveys, experiments, grounded theory, cross-sectional and longitudinal approaches and case studies (Bryman and Bell, 2003). According to Yin (2014), there are three aspects which a researcher should consider when choosing a strategy for a research project: (1) the type of research questions the project seeks to answer, (2) the amount of control needed over actual behaviour and events, and (3) the extent to which the project focuses on contemporary or historical events. Below we discuss the use of case studies within social research.

#### **3.4.1 The use of case studies within social research**

The case study is a research strategy which is designed to generate an in-depth, detailed understanding of real and naturally occurring phenomena within their real social context. Thus, it is characterised by high flexibility (Remenyi et al., 1998), which is necessary to account for the complexities of social phenomena (Yin, 2014). The case study strategy can accommodate a full range of methodological research choices, approaches and data collection methods (Denscombe, 2014; Dul and Hak, 2007) and philosophies (Myers, 2009, pp. 75-77; Yazan, 2015; see also Stake (1995) for the interpretive use of case studies, Perry (1998) for the critical realist use of case studies, and Yin (2014) for the positivistic use of case studies). The case study researcher is thus fully empowered to choose the research design he/she sees as most appropriate

to gain answers to the research questions and to probe in depth the social phenomenon investigated.

However, the focus on generating an in-depth, detailed understanding of social phenomena is not unique to the case study strategy. Ethnography and grounded theory seek to develop a similarly deep and detailed understanding of social phenomena (Myers, 2009). Therefore, in line with Stake (1995) and Yin (2014), Bryman (2016) suggests that what distinguishes the case study from these strategies is its focus on a case in its own right. Moreover, without this specific focus and detailed examination of the case, he argues (ibid), it might not be possible to label it confidently as case study research. In addition to this, and in some ways reflecting ideas about the importance of triangulation for case study research (Stake, 1995 and Yin, 2014), mixed (Bryman, 2016) and multiple (Eisenhardt, 1989) methods of data collection have been seen as typical and arguably unique features of case study research. In fact, Yin (2014) suggests that triangulation is far more important in case study research than in any other research strategy.

According to Stake (1995) and Yin (2014), the case(s) investigated in case study research can be single or multiple individuals, events, or entities, and the research can have either an impeded or a holistic focus. In other words, it can either examine an entire entity or event, or alternatively examine only one element of an entity or a specific sub-aspect of an event (Yin, 2014). Moreover, it can be chosen either for intrinsic or for instrumental reasons (Stake, 1995). Finally, because of its flexibility, the case study strategy can be explorative, explanatory and descriptive (Dul and Hak, 2007; Yin, 2014). The researcher now discusses and justifies his decision to choose the exploratory case study as a research strategy for this project.

### **3.4.2 Justification for the use of the exploratory case study research strategy**

According to Yin (2014, p. 16), the use of a case study research strategy is particularly appropriate "... when the boundaries between [the contemporary] phenomenon and context may not be clearly evident", i.e. when the complexity of the research requires

the flexibility and versatility of the case study research strategy discussed above (Remenyi et al., 1998; Dul and Hak, 2007). It can be argued that corporate heritage identity is a perfect example of such a phenomenon in that there are very blurred boundaries between its direct spatial aspects, anchored in the institution itself (i.e. in this case the emerging corporate heritage institution) and its social context-related aspects in terms of the individual and collective meanings which are attached to the institution which incubates the phenomenon (Hudson and Balmer, 2013; Balmer, 2013; Burghausen and Balmer, 2013b). The choice of the case study research strategy for this thesis is thus clearly justified on the basis of Yin's (2014, p. 9) recommendations.

According to Yin (2014), the research questions that begin with 'how' and the 'why' are the most appropriate for the case study research strategy as they require more explanation than others. The primary research question of this thesis (' Why can corporate social responsibility (CSR) be considered to be a corporate heritage identity trait in the context of emerging corporate heritage institutions in the Jordanian banking sector?') is a 'why' question. There is a research issue which this question is framed around, which is the issue of corporate social responsibility as a corporate heritage identity trait in emerging corporate heritage institutions. The question is thus also compatible with Stake's (1995) view of the importance of having research questions which are framed around research issues for case study research in general, and for case studies which like the one in this thesis are 'instrumental' in particular. According to Stake (1995), in contrast to the intrinsic case study, instrumental case studies do not focus on a case in its own right because of any intrinsic interest in the case itself, but instead focus on a specific issue, and the case is chosen as an appropriate and accessible research context in which to study the issue.

In contrast to social experiments and quasi-experiments (Bryman, 2016), case study research is highly relevant to research situations where manipulation is not a major or necessary aspect of the research process (Stake, 1995; Gary, 2011; Yin, 2014). Yin (2014) also suggests that case study research is particularly appropriate for studying contemporary events (i.e. phenomena) rather than things which happened in the past and are thus 'dead', for which historical research methods (Yin, 2014) should be chosen. Corporate heritage identity is clearly a contemporary, living phenomenon, and its present and future are just as important as its past (Urde et al, 2007; Balmer, 2013;

Burghausen and Balmer, 2014b; Balmer and Burghausen, 2015a). In addition to this, this research aims to explore the phenomenon in the context of emerging corporate heritage institutions (as well as relatively nascent societies). It would therefore be completely inappropriate to influence or manipulate the phenomenon in any way, and the researcher intends to study it entirely as it is and in its interaction with its social surroundings. This also applies to the CSR aspect of the research, which for the first time will be viewed through a corporate heritage identity lens and explored as a potential corporate heritage identity trait of some corporate institutions. Hence, the present and future aspects of CSR will be as important as its past. The researcher is also interested in the natural interaction between corporate heritage identity and CSR as socially constructed concepts (Balmer, 2013; Gill, 2016) rather than what may be discovered if it is manipulated in any way.

Furthermore, the case study has been the strongly preferred strategy for limited (Maylor and Blackmon, 2005) or exploratory studies (Maylor and Blackmon, 2005; Dul and Hak, 2007; Saunders et al., 2009; Myers, 2009), or when the purpose of the research is to develop a theoretical understanding of a nascent research field (Eisenhardt, 1989; Perry, 1998; Burghausen and Balmer, 2014). It is also highly appropriate when the research context is critically important (Stake, 1995; Dul and Hak, 2007; Yin, 2014). In short, the case study is the prevalent research strategy in corporate heritage research (e.g. Balmer et al., 2006; Urde et al., 2007; Balmer, 2011a; 2011b; Burghausen and Balmer, 2014a; 2015; Balmer and Chen, 2015; Urde and Greyser, 2015; Santos et al., 2015; Cooper et al., 2015; Rindell et al., 2015), and a highly recommended research strategy for postgraduate research projects (Perry, 1998). It is also the strategy used in the corporate heritage doctoral thesis mentioned above (Burghausen, 2013), and in other doctoral theses in the area of corporate marketing such as Balmer (1996), He (2004) and Powell (2005).

Case study research can use either a single case or multiple cases. These options are discussed in the next section.

### **3.4.3 Multiple versus single case studies**

One important question which should be decided before beginning the research itself is whether a single case or multiple cases will be used (Yin, 2003; Maylor and Blackmon, 2005). The single case study strategy is strongly preferred when a specific case appears to be particularly interesting, i.e. when it triggers a researcher's scientific curiosity, or when it is a uniquely suitable context for the examination of a particular phenomenon. In this scenario, the case needs to demonstrate a unique compatibility with a predetermined set of conditions which are deemed significant by the researcher for the successful examination of a phenomenon (Saunders et al, 2009). Specifically, Yin (2003, p. 39-42) proposes five scenarios in any of which the single case study strategy is particularly justified. These are when a case is critical, extreme, typical, revelatory or appropriate for a longitudinal examination of a phenomenon. In the absence of such features, however, and building on conceptualisations of case study research by Perry (1998), Yin (2003), Maylor and Blackmon (2005) and Creswell (2007), the analytical generalisability of the findings becomes the most significant criterion (Creswell, 2007), and here the multiple case study design should be preferred.

The next section discusses and justifies the researcher's decision to choose the multiple rather than the single case study design for this research project.

#### **3.4.4 Justification for the use of the multiple case study strategy**

In contrast to Mario's (2013) PhD thesis, which uses the single case study research strategy, and which was the first study to examine the corporate heritage identity phenomenon (within commercial corporate institutions), this thesis re-examines the phenomenon within the context of emerging corporate heritage institutions. While mature corporate heritage institutions are relatively limited in number because of the stringent criteria they must meet to be accorded this status (Balmer, 2013), emerging corporate heritage institutions are considerably less limited in number, and this very availability makes the choice of a single case questionable. In addition to this, the multiple case study is a strongly recommended research design for theory-building research (Eisenhardt, 1989; Perry, 1998; Eisenhardt and Graebner, 2007; Bryman, 2016) which like this thesis aims to generate analytically generalisable findings (Saunders et al., 2009; Stake, 1995; Yin, 2003; Baxter and Jack, 2008). Furthermore,

within the available corporate heritage literature, the multiple case study design is the option followed in the seminal work of Urde et al., (2007), and then by Cooper and his colleagues (Cooper et al., 2015) and Martino and Lovari (2016).

The researcher now discusses the question of how many cases a multiple case study should include and presents a rationale for his choice.

### **3.4.5 The number of cases**

The decision to use the multiple case study strategy leads a researcher to a decision about the number of cases which a multiple case study research project should involve (Miles and Huberman, 1994; Creswell, 1998; Yin, 2003; Maylor and Blackmon, 2005). However, there is no agreement in the literature with respect to the number of cases regarded as sufficient for the conduct of a rigorous case study research project. On the other hand, there is some agreement among scholars that the multiple case study is a form of research which requires considerable effort, resources and time. For that reason it is not recommended for research projects which involve only one researcher or which are constrained by limited time, resources or research experience (Perry, 1998; Yin, 2003; Collis and Hussey, 2003; Baxter and Jack, 2008). Because of this, it has been argued that the fewer the number of cases, the greater the chance will be that a phenomenon and its social context will be probed in full depth (Voss et al., 2002; Creswell, 1998). This view is supported by views on the generalisability of a multiple case study's findings (Stake, 1995; Eisenhardt, 1989; Yin, 2003; Maylor and Blackmon, 2005; Dul and Hak, 2008; Gary, 2011; Remenyi, 2012).

These views unanimously agree that the replication of findings by statistical sampling (i.e. statistical generalisation) has nothing to do with case study research, but rather that what this research strategy can deliver is the replication of findings on a theoretical level (i.e. theoretical generalisation). It is therefore not desirable to have a large number of cases, and the issue of representation becomes less important, especially when it comes at the expenses of the depth of the examination and the thick description of a social phenomenon and its social context. Accordingly, and particularly in line with the recommendations of Cresswell (2007, p. 63), Remenyi (2012, pp.23-24) and Perry

(1998, p. 794), it was decided that the number of cases used for this thesis was to be three only. This number was subsequently found to be sufficient for the generation of reliable findings (see Eisenhardt, 1989). The findings of the first case were significantly confirmed by those of the second and the third cases. This means that the level of data saturation had been reached, indicating that there would have been little chance of generating new insights by studying additional cases.

The next section explains how the cases for the research were selected.

### **3.4.6 The selection of cases**

The researcher selected three of the oldest banks in the Jordanian banking sector as cases for this thesis. While most of the previous empirical studies of the general corporate heritage topic have been conducted in the context of western and/or developed countries (see Appendices 1.1 and 1.2), the selection of Jordan, which is a developing country in the Middle East, stems from the desire to re-explore the corporate heritage phenomenon in a new and different context. This follows Balmer's (2013) conceptualisation of the role of social context as a constituent factor in the emergence and evolution of the corporate heritage phenomenon.

A reason for selecting the banking sector as a context (i.e. sectoral context) for this thesis was the scarcity of corporate heritage research which has examined the phenomenon within this context (Bargenda, 2015). Besides this, the banking sector in Jordan is characterised by its relatively unique robustness and maturity (Oxford Business Group, 2018), which together make it particularly important for the Jordanian national economy and a major contributor to the country's development (Alrgaibat, 2015; Al-abadallat, 2017; World Finance, 2018). Furthermore, in relation to the key focus of this thesis, the banking sector is especially suitable for exploring the corporate heritage identity phenomenon in relation to CSR, and for exploring the plausibility of introducing CSR as an influential dimension of the evolving corporate heritage identity theory. This suitability stems from the unique diversity which characterises this sector's stakeholder groups and the unique complexity of their interests (Achua, 2008), which suggests that these banks should have a long record of engaging in mature and



complex social responsibility practices, as this is certainly needed to develop and maintain a good reputation and good financial performance (Dusuki and Abdullah, 2007; Trotta et al., 2011; Bolanle et al., 2012; Ofori, 2014; Fatma et al., 2015). Additionally, in the light of the reputational and legitimacy challenges which banks have been facing particularly since the 2008 financial crisis (Breton and Côté, 2006; Dunkley, 2015; Bargenda, 2015; The Economist, 2018), conducting this study within the banking sector is expected to yield very fruitful insights into managerial thinking. This relates to the value attached to the banks' corporate heritage identity, and potentially to their CSR heritage identity, as strategic marketing and public relations resources which can be particularly useful in the face of the challenges just mentioned (Bargenda, 2015).

The selection of the three cases is also in line with Stake's (1995) recommendations. According to him, the most important criterion for case selection is the maximisation of learning. In other words, a researcher should select cases on the basis of how and to what extent studying these cases would help generate of the maximum amount of knowledge about the phenomenon under study. Bearing in mind the difficulties of the data collection stage, and particularly the difficulty of gaining access to an institution, for example, Stake (1995) believes that ease of access and the extent to which access is given should also be factors in such decisions. He also mentions the importance of conducting a preliminary assessment to ensure that the cases are suitable and relevant to the study at hand.

Concerning the first criterion, the researcher selected three of the oldest, most reputable and most successful banks in Jordan which were considered sufficiently accessible for the purpose of the research. Moreover, by virtue of their long existence, their notable involvement in the general community and extensive presence in the Kingdom and their leading role in the Jordanian banking sector, and thus their great importance for the Jordanian national economy, they were considered to meet the minimum requirements for inclusion in the case study. This assumption was subsequently confirmed by the results of a pilot data collection exercise (discussed in further detail below) and by a more detailed assessment conducted before the primary data collection stage on the basis of Balmer's (2013) six criteria of corporate heritage (see Appendix 3.0). In the light of these considerations, the researcher and his principal

supervisor found that these three banks were suitable for the purposes of the case study.

The next section of this chapter discusses the research choices made with regard to data collection methods and data analysis procedures.

### **3.5 Research choices**

'Research choices' is an aspect of the overall research design which relates to decisions regarding data collection methods and data analysis procedures (Saunders et al., 2009). More importantly, it has to do with the way in which a researcher chooses to combine different methods and procedures for data collection and analysis (Saunders et al., 2009, p. 151). According to Saunders et al. (2009), the multiple methods research design can be either a mixed methods or a multi-methods design. The mixed methods approach combines qualitative and quantitative data collection methods and analysis procedures within a single research project (Bryman, 2016). The use of the mixed-methods research design should certainly stem from research which warrants the collection of both numerical and non-numerical data and/or the use of qualitative and quantitative analysis techniques and procedures to reach valid and credible answers to the research questions (Matthews and Ross, 2010). On the other hand, a multi-methods design entails the combined use of more than one of either the qualitative or the quantitative data collection methods and analysis techniques rather than the use of both of them (Saunders et al, 2009).

The researcher now discusses and justifies his decision to use a multi-qualitative methods design for this research project.

#### **3.5.1 Justification for the use of the multi- qualitative methods design**

The research choice for this thesis is the multi-qualitative methods design, as this research will employ only qualitative data collection methods (see Creswell, 1998; Myers, 2009), and will also employ qualitative data analysis techniques and procedures (see Corbin and Strauss, 2008; Miles and Huberman, 1994) for processing the data. This choice was based on the nature of the research question, which is exploratory and explanatory and can be well answered by the collection of qualitative data without the use of any quantitative analysis techniques and procedures. Nor does the question imply a need to quantify the qualitative data collected. Furthermore, this research choice seems fully compatible with the philosophical research stance adopted in this research (Collis and Hussy, 2003; Bryman and Bell, 2003; Saunders et al., 2009; Matthews and Ross, 2010; Bryma, 2016). Meanings alone are the main epistemological concern of the interpretive researcher (Saunders et al., 2009; Matthews and Ross, 2010). For this reason, the data collection methods and analysis techniques selected should have a great ability to probe deep into interpretations, understandings and interactions. Consequently, the multi-qualitative methods design was chosen for this thesis. In this it is similar to most of the empirical research on the corporate heritage topic (Urde et al., 2007; Hudson, 2011; Burghausen and Balmer, 2014, 2015; Urde and Greyser, 2015; Rindell et al., 2015; Bargenda, 2015; Santos et al., 2015), including the doctoral thesis on the subtopic of corporate heritage identity management (Burghausen, 2013), and to four (Mitra, 2011; Gill and Broderick, 2014; Gill, 2015; Uralman and Selvi-Taşdan, 2017) of the limited available studies on the subtopic of corporate heritage and CSR.

Below we discuss and justify the primary use of qualitative semi-structured interviews and the use of corporate documents as sources for this thesis.

### **3.5.1.1 Qualitative interviews**

The interview method has become one of the most commonly used qualitative data collection methods (Bryman and Bell, 2003; Qu and Dumay, 2011; Sarantakos, 2013), and this is partly due to the fact that, especially in the contexts of management and business research, interviewees can speak on behalf of their social setting (Wengraf, 2001). The qualitative interview is also a method which is highly appropriate for theory-

building research (Charmaz, 2006; Sarantakos, 2013), and is among the most important methods used to collect data within the case study research strategy (Yin, 2003; Stake, 2006). Moreover, taking a clear interpretive stance, Stake (1995) describes it as one of the researcher's main roads to the discovery of the multiple realities of a phenomenon. This latter can be understood as a reference to this method's unique ability to probe people's understanding of phenomena and discover the meanings they attach to their different aspects and details. According to Saunders and his colleagues (Saunders et al., 2009), and a claim echoed by many others (e.g. Bryman and Bell, 2003; Collis and Hussey, 2003; DiCicco-Bloom and Crabtree, 2006; Sarantakos, 2013; Blumberg et al., 2014; Bryman, 2016), qualitative interviews can be structured, semi-structured, or unstructured. In structured interviews, which are associated particularly with the positivist research stance (Collis and Hussey, 2003), the researcher is highly restricted by a pre-prepared interview protocol made up of closed-ended questions.

In contrast, in unstructured interviews, the researcher enjoys much more freedom, as he/she will be tied only to a general topic of research which directs a conversational discussion (DiCicco-Bloom and Crabtree, 2006). Semi-structured interviews represent the middle ground between structured and unstructured interviews, as the researcher is restricted only to a fairly specific topic(s) or a list of a few open-ended questions. In this case, however, the researcher remains flexible in terms of how he/she asks questions in the course of an interview. Additionally, in this type of interview, the researcher may ask some questions which are not in the interview protocol, i.e. as they occur to him/her in response to respondents' answers and insights (Bryman and Bell, 2003).

Interviews may also differ in respect of the medium of communication involved, which may be face-to-face, telephone, text-mediated (e.g. email or online chat), or computer-assisted (Kvale, 2008). However, the face-to-face interview is favoured, as it allows the interviewer to observe the non-verbal behavioural responses of interviewees, which can deepen and complement the insights generated from what they say (Denzin and Lincoln, 1994; Sarantakos, 2013).

In the next section the researcher discusses and justifies his decision to select the semi-structured face-to-face interview as the primary data collection method for this thesis.

#### **3.5.1.1.1 Justification for the use of face-to- face semi-structured interviews**

Given the social constructionist and subjectivist ontological and epistemological stances of this research (see 3.2 above), the qualitative interview appears to be a highly appropriate primary data collection method for this thesis (Wengraf, 2001; Collis and Hussey, 2003; Cresswell, 2009). According to Stake, (1995), an authority on the interpretive use of case study research, the case study research strategy is mainly used to elicit different descriptions and interpretations of social phenomena. This is a complex research endeavour which certainly requires the adoption of a flexible interview format based solely on open-ended questions, such as the unstructured and semi-structured interview methods (Yin, 2003; Bryman, 2016). Semi-structured interviews were preferred for this thesis for two reasons. Firstly, this method offers to a great extent the flexibility of the unstructured interview method which is needed to enable the researcher to accommodate informants' different views and to adapt the interviewing process accordingly as each interview unfolds, and to allow the researcher to remain open to the possibility of generating new insights. Secondly, it enables the researcher to maintain a certain level of control over the process and thus ensure that the interviews continue to focus on a specific predetermined subject(s) in order to maximise the insights generated (Patton, 2002; Noor, 2008; Saunders et al., 2009; Sarantakos, 2013; Blumberg et al., 2014). Furthermore, the decision to use the semi-structured interview method is in line with the data collection methods chosen in the available corporate heritage research (e.g. Burghausen and Balmer, 2014a; 2014b; Rindell et al., 2015; Urde and Greyser, 2015), as well as with doctoral theses on the corporate heritage identities concept (Mario, 2013) and on the brand heritage concept in relation to CSR (Gill, 2016).

The next section discusses the interviewing process and the interview guide on which it was based.

### **3.5.1.1.2 The interview guide and the interviewing process**

The interview guide was designed according to the traditions of the qualitative interview method (e.g. Patton, 2002; Maylor and Blackmon, 2005; Charmaz, 2006; Sarantakos, 2013), and particularly bearing in mind Kvale (1996), who emphasises that semi-structured interview questions should be thematically responsive to the topic of the research inquiry, and dynamically motivating for the interpersonal relationship between the interviewer and the interviewee. The researcher therefore ensured that the four questions which opened each interview, as well as all the follow-up and probing questions which emerged naturally during the interviews, related thematically to one or more of the sub-lines of inquiry of this thesis, namely, corporate heritage identities, CSR, and scepticism about CSR. The researcher worded the interview questions and ordered them in a flexible way to encourage informants to share their thoughts. The researcher thus avoided the use of directive questions, academic language, and difficult-to-understand and long questions. Indeed, the researcher was mindful of the need to establish rapport with each informant, and to break the ice at the beginning of each interview. For this reason, the researcher used common courtesies, thanking the informants for agreeing to be interviewed, providing them with brief information about himself (including his status as a previous staff member of Yarmouk University in Jordan and as a current PhD student at Brunel University London sponsored by his former employer), and briefed them about the purpose of the interview.

The interviewer also reminded informants that the interviews would be recorded (which had previously been discussed and approved by the heads of the HR departments in the banks), and assured them that the data would be treated in strict confidentiality (see below for a more detailed discussion of ethical considerations). Before the start of the interview, the informants were also encouraged to ask any questions and raise any concerns they may have about any aspect of the process. During the interviews, the interviewer showed interest, listening attentively and respectfully to the informants' answers and reflections, and kept interruptions to a minimum. Appendix 3.1 shows the interview guide which was used, together with the four opening questions. The Interviews were conducted in Arabic, as the researcher wanted to elicit in-depth insights, and using English would have made everything more complicated. In fact, when the interview process was explained to the participants, they all either openly

requested to be interviewed in Arabic, or indicated that they would not be comfortable with English.

In the next subsection, the researcher turns to discuss and justify the use of corporate documents in this research project.

### **3.5.1.2 Documents**

The use of documents as supplementary sources of data is a widespread practice in qualitative research in general (Charmaz, 2006), and in case study research in particular (Stake, 1995; Yin, 2003). According to Bowen (2009), such supplementary data can help ensure that findings are generated in a rigorous way, in that documents can be used either to corroborate evidence collected through other methods, or to detect variances across sets of data which warrant further investigation.

This way of using documents is of particular relevance for case study research, as according to Yin (2003) the most important use of documents is to corroborate the evidence collected from other sources. Documents are also vital for research situations where the context appears to influence participants, and are thus epistemologically important for researchers (Bowen, 2009). This idea stems from the belief that like the participants in qualitative interviews, documents can be seen to represent the organisation they belong to (Burghausen, 2013). In other words, documents are epistemologically relevant and a methodologically sound source of data for research which studies an aspect of an organisation's reality, such as its culture or ethos (Bryman, 2016).

However, because documents are secondary data sources which have been developed by others, and for purposes other than social research, researchers need to be vigilant when collecting, studying and interpreting them (Yin, 2003; Bowen, 2009; Bryman, 2016). This is without doubt an issue which can significantly limit the great value of documents for research projects, as it can ignite concerns about credibility and reliability on the part reviewers with regard to the rigour of work which has drawn on such data. However, some scholars (such as Scott, 1990; Bowen, 2009) have

suggested sound solutions to assess the quality of documents, and thus offer some reassurance to researchers who see documents as valuable but are concerned that their work may be seen as less rigorous.

The researcher now discusses and further justifies the use of the banks' annual reports and website content as a secondary source of data for this thesis.

### **3.5.1.2.1 Justification for the use of annual reports and website content**

This case study regards the three banks' annual reports and website content as secondary and supplementary rather than primary data sources, and uses them in a corroboratory fashion only. As mentioned above, this is a widely accepted practice in qualitative research in general (Charmaz, 2006), and a very common method of data triangulation within the case study research strategy (Stake, 1995; Perry, 1998; Noor, 2008). Furthermore, corporate documents can be helpful for building thick and thorough descriptions of organisations and their history, which is also a prevalent practice in case study research (Bryman and Bell, 2003). In terms of Chreim's (2005) views of the epistemological value of corporate texts (such as annual reports and website content) for corporate identity research, using the banks' annual reports and website content seems highly relevant to this thesis, and it is expected to further illuminate the findings of the semi-structured interviews. Annual reports are actually the most important corporate source of information on institutions' activities and on their performance overall (Adams et al., 1998). In addition to the mandatory reporting on adherence to relevant laws and regulations (Cowan and Gadenne, 2005), annual reports are also commonly used for reporting on social and environmental issues (Tschopp, 2005; Holcomb et al., 2007; Tang and Li, 2009; De, 2012).

Similarly, corporate websites have become an important medium for corporate communications in general, including CSR-related (Capriotti and Moreno, 2007; Du et al., 2010) and corporate identity-related (Mohammed et al., 2016) communications. They are therefore expected to yield as much insight as annual reports. With regard to quality, according to Bryman (2016, p. 547), corporate documents are likely to be authentic and meaningful.



Therefore, if proven to be credible and representative according to Scott's (1990) criteria, the banks' annual reports and websites' content can confidently be considered a methodologically sound and insightful source of data for this case study research. It is notable that the use of corporate documents is a not uncommon practice in corporate heritage research (e.g. Urde et al., 20017; Uralman and Selvi-Taşdan, 2017; Gill and Broderick, 2014; Santos et al., 2015), and this study is not the first corporate heritage research to use website content as a source of data (see Micelotta and Raynard, 2011; Blombäck and Brunninge, 2016).

Having discussed this thesis's research choices and justified the decisions taken in this regard, we now move on to discuss the time-horizon aspect of this research's design.

### **3.6 Time horizons**

This aspect of research design relates to whether the data for a research project will be collected in one exercise and over a short period (Collis and Hussey, 2003; Saunders et al., 2009; Bryman, 2016), in which case the research is said to be cross-sectional, or whether it will be collected repeatedly and over a long period (Collis and Hussey, 2003; Saunders et al., 2009; Bryman, 2016), when it is said to be longitudinal. The time horizon for this thesis is cross-sectional. Hence, the findings of this thesis will represent a 'snapshot' of the phenomenon at the time when the data was collected.

Below, the researcher justifies his decision to select the cross-sectional design for this thesis.

#### **3.6.1 Justification for the selection of the cross-sectional time horizon**

A longitudinal research design is not suitable for research projects which are significantly constrained by limited resources, and particularly by limited time and financial support. Therefore, as limited time and financial support are typical characteristics of a PhD study, the cross-sectional design was found to be more appropriate (Collis and Hussey, 2003, p. 61; Saunders et al., 2009, p.155). Moreover, the cross-sectional design also seems to be a common choice in qualitative research, and is typically used in conjunction with the semi-structured interview method (Bryman, 2016).

In the next section, the researcher describes and discusses the pilot phase of data collection for this research.

### **3.7 Pilot data collection**

Pilot data collection took place during the second year of the researcher's PhD programme, specifically from 21 March to 15 April, 2016. This fieldwork was conducted throughout under the indirect supervision of the researcher's previous principal supervisor, the late Dr Christina Scandelius, who was on mandatory sick leave which lasted for five months, beginning in 2016, after which she sadly passed away. Appendix 3.2 shows the data collection letter which was prepared for the researcher by Dr Scandelius.

The research objective of the thesis at that time was similar to its current and definitive objective, but the plan at that stage was to explore the views of different groups of stakeholders such as corporate managers and NGOs managers. However, the difficulty of collecting data from different groups became apparent in the very first stages of the fieldwork for pilot data collection.

Before the pilot data collection exercise actually started, the researcher undertook thorough desk research to identify companies which could be considered to be emerging corporate heritage institutions and were willing to participate in this research,

and initiated preliminary communication with some companies. Appendix 3.3 shows two examples of these communications. Based on the findings of his CSR literature review in general and his readings on CSR practices in Jordan, the researcher concluded that banking and communications would be the most suitable sectors for the CSR aspect of this research. However, the communications sector was automatically disregarded due to its unsuitability for the corporate heritage aspect of this research. Thus the researcher decided to target the banking sector, focusing on the oldest and most successful banks.

In total, the researcher conducted six interviews. Three were conducted in three different banks, where the researcher interviewed a corporate-level manager with responsibilities in the areas of marketing or/and CSR. The other three were conducted in three different NGOs which were partnering with the three banks, where the researcher interviewed a senior manager. In addition to this, the researcher collected some of the banks' and NGOs' annual reports, focusing on older ones as in contrast to more recent reports these were not available online.

Although it lacked clarity and focus (see Yin, 2003, p. 80), the pilot data collection exercise was useful for the primary data collection phase in a number of ways. First of all, the interviews and the annual reports were later used to evaluate the suitability of the three banks in terms of the revised version of the primary research objective. Specifically, this data led the researcher and his newly appointed principal supervisor, Professor John Balmer, to conclude that these three banking institutions were incubating some nascent corporate heritage identity traits which were both institutional and non-institutional. It was therefore felt that the corporate heritage phenomenon was present in the context of these organisations, probably in a nascent but nevertheless emerging form. Secondly, the data revealed that these banks have long records of community service and contributions to the community's well-being. Thirdly, the difficulties which the researcher encountered during the pilot data collection stage alerted him to the need to be more organised and prepared for the primary data collection stage. The most important aspect of this was the difficulty the researcher had in securing access to the banks using institutional channels and going through the institutions' bureaucracies. This was an unpleasant and frustrating experience, from which the researcher learnt a great deal. Like so many other aspects of life in Jordan,

business research, and particularly securing access to organisations, takes a great deal of time unless informal channels are used, which in this case were the researcher's personal connections (see Ali, 2016, pp. 114-115). Therefore, during the preparations for the primary data collection phase, the researcher invested some time to look within his own social circle for influential individuals who were able and willing to help him secure access to these banking institutions through their own personal connections. Finally, the pilot data collection stage was an opportunity for the researcher to familiarise himself with the qualitative interviewing task, which was something entirely new to him. This experience overall equipped the researcher with the necessary skills for the primary data collection phase.

Having presented and discussed the pilot data collection phase, the researcher now turns to focus on the primary data collection phase in the section below. This discussion covers two aspects of research design which are of considerable relevance to the primary data collection phase, namely the unit of analysis and the sampling of the participants.

### **3.8 Primary data collection**

The primary data collection phase took place during the first part of the researcher's third year in the PhD programme, from 13 December, 2016 to 3 February, 2017. Appendix 3.4 shows the data collection letter which was prepared for the researcher by his supervisor, Professor John Balmer, and Appendix 3.5 shows examples of communications between the researcher and the banks.

During the primary data collection phase the researcher conducted 21 interviews, six in the first bank (coded as Bank 1), seven in the second bank (Bank 2) and eight in the third bank (coded as Bank 3). All the interviewees were either executive-level corporate managers (such as chairmen, general managers, deputy general Managers and division/unit heads) or corporate senior-level managers (such as division/unit deputy heads and corporate-level department managers). With two exceptions (one in Bank 1

and the other in Bank 2), all the interviews were one-to-one interviews. All the interviewees consented to the use of a recorder during the interviews, and all the interviews were conducted in the banks' headquarters during regular working hours. Table 9 below presents an overview of the interviews which were conducted during the primary data collection phase.

Table 9: Interviews conducted during the primary data collection phase

Bank	Corporate Executive-Level Managers	Corporate Senior-Level Managers	Interview date	Interview duration
Bank 1	✓	✓	31.01.2017	0.50 hrs *
	✓		27.12.2016	0.30 hrs
	✓		27.12.2016	0.50 hrs
	✓		26.12.2016	1.10 hrs
	✓		27.12.2016	1.05 hrs
	✓		03.01.2017	1.00 hrs
Bank 2	✓ ✓		31.01.2017	0.55 hrs *
		✓	26.01.2017	0.30 hrs
	✓		18.01.2017	0.50 hrs
	✓		17.01.2017	0.35 hrs
		✓	16.01.2017	0.45 hrs
		✓	29.01.2017	0.45 hrs
		✓	16.01.2017	0.50 hrs
Bank 3		✓	28.01.2017	0.40 hrs
	✓		17.01.2017	0.35 hrs
		✓	23.01.2017	0.40 hrs
	✓		23.01.2017	0.30 hrs
		✓	15.01.2017	0.50 hrs
		✓	28.01.2017	0.50 hrs
	✓		30.01.2017	0.35 hrs
✓		29.01.2017	0.25 hrs	

\* Two respondents interviewed together

Annual reports were also collected during this phase. The researcher was able to make photocopies of many of the banks' annual reports, as spare copies of some were lost or not available. Because of their unique availability and accessibility, relevant aspects of the banks' website contents were collected at different intervals of the research process. In addition to the time the researcher spent conducting the interviews and collecting annual reports on the banks' premises, he also spent considerable time visiting the banks' branches, training centres, headquarters and showrooms. The researcher also took advantage of every possible opportunity to mingle with the banks' employees and managers. For example, he attended two public events which happened to take place during the data collection period, and to which he was informally invited by the banks. Also to be noted are the informal conversations which

the researcher had with managers who were interviewed and members of their staff members both before and after the actual interviews.

### **3.8.1 The unit of analysis**

Another important design decision in case study research is the identification of the unit of analysis (Yin, 2003; Baxter and Jack, 2008). This relates to the units which the data will be collected from and/or about, and to which a specific phenomenon or a research problem relates (Collis and Hussey, 2003). This decision is important as it identifies the type(s) of data needed and the method(s) by which it will be collected. It is worth mentioning here that the researcher is aware of the predominantly positivist nature of the unit of analysis concept, which is not in keeping with the ontological and epistemological stances adopted in this research (see section 3.2). However, the unit of analysis used for this case study is non-positivist in nature, as it is the cognition of each bank's senior management of the institution's corporate heritage identity and the CSR-related aspect of that identity, which is consistent with this thesis's main objective. The researcher therefore considers each of the three banks' senior management cognitions as an individual unit of analysis for this multiple case study.

Importantly, the selection of the senior managerial cognitions at these three banks as units of analysis for this research stems from the belief that these teams of senior managers are the best placed staff to reflect on their banks' corporate heritage identities, and the best able to understand and value them as strategic institutional and business resources. This belief is based on the fact that these managers have the greatest involvement in the strategic planning and other high-level managerial decision-making in their institutions. It can be confidently expected that they have comprehensive knowledge of their banking institutions and their socio-spatial surroundings.

Moreover, corporate heritage is a new research topic (Balmer and Burghausen, 2015a) that has jointly emerged from the areas of corporate identity (Balmer, 2013; Burghausen and Balmer, 2014; Balmer and Burghausen, 2015a) and brand identity (Balmer et al, 2006; Urde et al, 2007; Balmer, 2011a). Thus, like corporate identity and

brand identity (Schmitt et al, 1995; Schmidt, 1995; Markwick and Fill, 1997; van Riel and Balmer, 1997; Gray and Balmer, 1997; Baker and Balmer, 1997; Balmer and Greyser, 2002), corporate heritage (including the corporate heritage identities) is a strategic management concern that relates, mostly, to corporate-level management within a corporate institution. Additionally, the selection of senior managerial cognition (i.e. of the banks' corporate heritage identity, and that identity's CSR-related aspect) as units of analysis is also consistent with the CSR-aspect of the study. Corporate institutions' CSR policies and practices are mainly shaped by corporate-level management (Wang and Dou, 2012). Corporate managers' values, ideals, and beliefs have been reported to play a significant role in this regard (Hemingway and Maclagan, 2004; Duarte, 2010). Furthermore, corporate managers can give a truthful representation of their institutions on topics and issues that relate to stakeholders, such as CSR (Scott and Lane, 2000).

### **3.8.2 Sampling of participants**

Whenever there are a number of individuals in a population for a research study and researchers are constrained by limited resources which prevent them from surveying all the members of the population, sampling becomes imperative as a means of obtaining accurate research results efficiently (Saunders et al., 2009; Sarantakos, 2013; Blumberg et al., 2014). The sampling procedures which are discussed in the literature are primarily classified into two broad groups of sampling designs: probability and non-probability sampling (Maylor and Blackmon, 2005; Blumberg et al., 2014; Bryman 2016). The primary distinction between the two, as the names imply, is the probability principle, which, - in contrast to non-probability sampling designs - guides the selection process of probability sampling designs. According to this principle, the individuals in a population will all have an equal and non-zero chance of being selected to participate in the study (Saunders et al., 2009; Sarantakos, 2013). Non-probability sampling designs, on the other hand, disregard the probability principle (Bryman and Bell, 2003), and in most cases they instead rely on the purpose of the research as a guide for sampling (Coyne, 1997; Patton 2002). In such designs, the purposes of the study is typically operationalised by researchers in terms of the criteria or characteristics which are



deemed essential, and thus should be available in a study's participants in order to generate results which fulfil the purpose of the study (Patton 2002).

Regarding sampling in qualitative studies, Bryman (2016) advises using probability sampling in two particular situations. The first is when researchers aim to generate results which are statistically generalisable to a wider span of a population, while the second is when the research questions of a study are not clearly articulated around specific categories of people who will consequently become the sampling frame for its data collection. This advice is also consistent with Patton's (2002) and others' (Miles and Huberman, 1994; Coyne, 1997; Creswell, 1998) conceptualisation of sampling in qualitative research as a naturally purposive practice. This purposiveness is argued to stem from the phenomenological focus of qualitative research (see Collis and Hussey, 2003, p. 53), which aims to generate theoretically rather than statistically generalisable in-depth insights into social phenomena. In such a research situation it is difficult to see probability sampling as a rewarding sampling design (Marshall, 1996; Bryman, 2016, p. 408). Moreover, probability sampling designs are believed to be incompatible with the theory-building which case study research entails (Eisenhardt, 1989).

In the light of the phenomenological, theory-building nature of this case study thesis, the non-probability sampling design was chosen. In fact, this study used a two-stage non-probability sampling design which was judgmental at the outset (see Marshall, 1996), and then evolved using the snowball technique. Specifically, judgmental sampling took place in the very early stages of the primary data collection fieldwork, when the researcher decided after careful consideration that he should target mainly corporate-level managers, and preferably executive managers. This decision was based on the fact that senior managers are closely involved in all the aspects of strategic planning, and could therefore be assumed to have a comprehensive and detailed knowledge of their institutions' history and heritage. As highly intelligent people, they should therefore be able to articulate that unique understanding during the limited time available for the interviews. The researcher thus started to identify such individuals while he was discussing his research purpose with the personal contacts who helped him to secure access by asking them to put him in touch directly with their own contacts within the banks' executive management. These individuals were then contacted so that the researcher could establish rapport with them and explain the

purposes of his research, the sort of data he needed and the methods he would use to collect that data. Importantly, they were also requested to nominate one or more members of executive and senior management who they believed were suitable for the research purpose and would be able to make a valuable contribution. This process was then repeated at the end of the interviews with the managers who were nominated in order to identify further possible research subjects

### **3.8.2.1 Sample size**

A review of the research sampling literature reveals that sample size has been a controversial topic for qualitative research (Bryman, 2016, p. 416). However, there is some agreement that the purpose of the research and the research questions are among the few guides which can help a researcher reach sound decisions in this regard (Patton, 2002; Saunders et al., 2009; Bryman 2016; Malterud et al., 2016). Bryman (2016), for example, calls for larger samples for research which has broad and general research questions. In addition to the purpose and questions of the research, it is suggested that the 'saturation point' is another important factor which should be taken into consideration in resolving the dilemma of sample size (Lincoln and Guba, 1985; Morse, 1995; Charmaz, 2006; Corbin and Strauss, 2008; Bryman, 2016). That is, as Lincoln and Guba (1985) suggest, a researcher should keep adding sample units until a point is reached at which only redundant information and insights are generated, which is the saturation point. However, researchers need to recognise the difference between two different types of saturation, i.e. theoretical saturation and data saturation (Bryman, 2016, p. 418). The first is relevant to qualitative research, and particularly to grounded theory research (Morse 1995; Charmaz, 2006; Corbin and Strauss, 2008), in which sampling follows emerging codes and categories (Coyne, 1997). Although data saturation is also a qualitative research concept, it relates more to purposive sampling (Coyne, 1997; Patton, 2002; O'Reilly and Parker, 2013), and is a process in which sampling continues until it no longer generates new findings (Bryman, 2016). In the next section, the researcher presents a rationale for the size of the sample used in this thesis.

### **3.8.2.1.1 Rationale for the size of the research sample**

As reported in section 3.8, the researcher conducted 21 interviews with 23 participants. This size fits with the recommendations of Warren (2002), who suggested there should be between 20 and 30 interviews if a qualitative interview study is to be accepted for publication. It also fits with the recommendations of Adler and Adler (2012; cited in Baker et al., 2012), who suggested a range of 12 to 60 interviews. More importantly, this size is in line with Crouch and Mckenzie (2006), who explicitly favour smaller sample sizes, arguing that the researcher will have a better chance of generating fine insights when dealing with such samples. Particularly in view of the role of data saturation in determining a sample size (Lincoln and Guba, 1985; Guest et al., 2006; Francis et al., 2010), the researcher believes that his sample size is quite justified, as saturation was attained at both levels, i.e. within each case and across cases. For the within case one, saturation was initially noticeable in the fourth/fifth interviews and became more clearly evident in the fifth/sixth, and was then finally confirmed either in the sixth (for Bank 1), seventh (Bank 2) or eighth interview (Bank 3). Furthermore, the narrow focus of the purpose of the research and the research question (Bryman, 2016; Malterud et al., 2016), as well as the homogeneity of the research population (Morse, 1995; Patton, 2002; Bryman, 2016) further justify the relatively small size of the sample. With regard to the latter, the research population comprises senior corporate-level managers who are all Jordanians and who have comparable levels of higher education and managerial experience.

In the next section, the discussion turns to the data analysis techniques and procedures employed in this thesis.

## **3.9 Data analysis techniques and procedures**

This section discusses the procedures through which the data was managed and processed, and the specific techniques employed to generate meanings and ultimately

concepts from that data. It begins with the within-case analysis (Miles and Huberman, 1994; Patton, 2002; Remenyi, 2012), which was conducted using grounded analysis coding (Balmer, 1996; Charmaz, 2006; Corbin and Strauss, 2008). The use of this approach yielded grounded concepts which were subsequently discussed within the context of each specific case using the thick description approach recommended by Miles and Huberman (1994) and Stake (1995).

This section then concludes with the cross-case comparison, in which the findings were compared to identify similarities and contrasts, and ultimately to arrive at findings synthesised at a higher level (Miles and Huberman, 1994; Yin, 2003; Remenyi, 2012). The transcription and analysis of interviews took place shortly after the conclusion of the primary data collection phase when the researcher returned to the UK from Jordan, where he had conducted the fieldwork. Analysing the data after it has been collected is an acceptable research procedure according to Remenyi (2012), as this thesis is not fully-fledged grounded theory research, but rather uses some elements of the grounded theory analysis approach.

### **3.9.1 Data management**

It is essential for every researcher to have a personalised, organised and secure data storage and management system that is helpful for the process of analysing the data (Miles and Huberman, 1994). The data for this thesis was stored in two identical formats, namely hard and soft copies. The audio recording and transcript of each interview was codified and indexed in relation to the bank in which it took place and the individual interviewee. Similarly, the annual reports of each bank were filed in soft and hard folders. The interview notes and research memos were also codified and indexed to identify the interviews or the banks they related to.

At the very beginning of the data collection stage, the researcher attempted to use NVivo 11 software to manage the data, and then later for analysis. However, the interviews were conducted in Arabic, and NVivo does not support Arabic language texts, so it was not possible to use this software. Instead, therefore, the researcher used Microsoft Word, Adobe Acrobat Pro and Windows Photo Viewer software, and

coding analysis was done manually using pencil and paper, etc. However, the results of each stage of the analysis were further backed up in the form of Microsoft Word tables.

### **3.9.2           Transcribing the interviews**

Before embarking on the analysis, the researcher listened carefully and repeatedly to the recording of each interview and transcribed it with the utmost care, ensuring that the transcript was complete and accurate in every case. The interviews were played back on the researcher's personal recorder, which had been used to record the interviews. As this machine can play recordings at different speeds, the researcher was able to listen and transcribe almost simultaneously. The interviews were transcribed using Microsoft Word. Each transcript was checked, and any necessary corrections were made. Appendix 3.6 shows a sample of an interview transcript. This is the only transcript which was translated into English language, and this was done purely for illustration purposes.

### **3.9.3           The grounded analysis approach**

As previously mentioned, this research employs some of the grounded analysis tools which are traditionally employed within the context of the grounded theory research strategy (Charmaz, 2006; Corbin and Strauss, 2008). Specifically, it uses the multi-stage coding, constant comparisons and memo-writing and diagram-drawing tools of the grounded theory analysis approach. Below the researcher discusses these tools and describes how they were used.

#### **3.9.3.1               Coding**

This thesis uses the coding process, which is an analytical procedure which involves the careful studying and descriptive labelling of aspects of the qualitative data (usually texts). The process was carried out relying on the direct and/or the indirect language which the research participants used in their interviews (the codes used for direct

language are called in vivo codes), rather than external frames of reference such as concepts or variables derived from the relevant literature. The latter coding approach is usually used in research which, in contrast to this thesis, follows the deductive approach (Saunders et al., 2009; Bryman, 2016).

The approach also involves an interesting conceptual process known as 'constant comparisons', which enhances the coding process in that it helps to refine the process of generating concepts. The researcher thus made constant comparisons between different instances of data and the descriptive labels assigned to them, looking for similarities and differences and conceptualised, coded and categorised them accordingly (Charmaz, 2006; Corbin and Strauss, 2008).

This coding was a multi-stage process, in which data were iteratively and gradually processed and summarised into abstract and then more abstract categories which eventually led to the development of concepts (or 'high-level categories') (Charmaz, 2006; Corbin and Strauss, 2008;). The multi-stage coding process (Corbin and Strauss, 2008) employed in this thesis is illustrated in Table 10 and explained in Table 11 below, and then further discussed in the next subsections.

Table 10: The multi-stage coding procedure employed in this research

Case	Stage one analysis: Open coding	Stage two analysis: Axial coding	Stage three analysis: Selective coding
Bank 1	Open codes	Axial code	Selective code
	Open codes		
	Open codes		
	Open codes	Axial code	
	Open codes		
	Open codes		
Bank 2	Open codes	Axial code	Selective code
	Open codes		
	Open codes		
	Open codes	Axial code	
	Open codes		
	Open codes		
Bank 3	Open codes	Axial code	Selective code
	Open codes		
	Open codes		
	Open codes	Axial code	
	Open codes		
	Open codes		

Table 11: Explanation of the grounded coding process employed in this research; adapted from Balmer, 1996; He, 2004)

Stage of coding	Explanation	Example *
Open coding	The first stage of the grounded coding process, through which low-category findings are identified and labelled	<ul style="list-style-type: none"> <li>• a masses' bank rather than a boutique bank</li> <li>• mass retailing requires massive investment</li> <li>• a bank with a humble view towards the commonalty</li> <li>• present at the public sector premises.</li> <li>• mass service requires huge technological investments</li> <li>• a double presence is needed</li> <li>• serving all sectors of the community</li> <li>• we deal with the masses</li> </ul>
Axial coding	The second stage of the grounded coding process, through which middle categories are inductively derived from the low categories (i.e. open codes) generated during the first stage	<ul style="list-style-type: none"> <li>• the masses' bank</li> </ul>
Selective coding	This is the final stage in the grounded coding process, in which high-level categories are derived from the middle-level categories	<ul style="list-style-type: none"> <li>• populism</li> </ul>

\* The examples for open codes are only those which relate to the axial code label 'the masses' bank', which is only one of the axial code labels which make up the selective code label 'populism'.

### 3.9.3.1.1 Open codes

Assigning open codes is the first stage in the coding process employed in this research, and results in a series of low-category findings. During this stage, the researcher carefully read through the interview transcripts several times and identified and refined low-level data categories. He then assigned a unique descriptive label to each of the chunk(s) of data identified (which ranged from one short sentence to several longer sentences). These labels were designed to describe the precise nature of the chunk of

data which they were chosen to label. In some cases the researcher used the actual words or phrases used by the informants as descriptive labels (these are called 'in vivo codes' - see Corbin and Strauss, 2008). Once an interview transcript was fully coded, the researcher began to examine the resulting codes (i.e. the coded texts and their labels) for similarities and differences. Whenever the researcher found codes which were very similar, they were coded identically. Then in order to triangulate the findings, the researcher categorised these low-category findings according to how the data was generated (Balmer, 1996) into three groups as follows:

- data generated by a question from the interview guide was marked with the symbol “\*”;
- data generated by a question which was not in the interview guide was marked with the symbol “#”;
- data which was not solicited by the researcher but was freely volunteered by the interviewee was marked with the symbol “+”.

A Microsoft Word table was then created for the open codes for each interview. These tables were printed out and cut into strips of paper, each of which included all the information for a code: the descriptive label (i.e. code label), the coded chunk of data (i.e. the coded interview text), a number denoting the sequence of the coded chunk within the interview it belonged to, the type of a data, and an identification code (a combination of letters and numbers) for ease of retrieval. At the end of this stage, the open codes for each interview were grouped and put into a labelled envelope. Appendix 3.7 shows an example of the actual open coding and part of an open coding table.

#### **3.9.3.1.2 Axial codes**

An axial code is actually a group of (two or more) open codes which are found to have a strong or plausible relationship and can together be grouped and summarised in a higher (i.e. more abstract) category of findings (Charmaz, 2006; Corbin and Strauss, 2008). During this stage of coding, the researcher iteratively read all the strips from the open coding stage, focusing on each case separately, and identified similarities and differences. Whenever the researcher became convinced that there was a similarity or



relationship between a group of open codes, he grouped them in an envelope. This process was continued until all the strips for the open codes in each case were assigned to envelopes. These envelopes were labelled on the front according to the theme represented. Once the researcher had grouped all the strips assigned, he re-examine the contents of each envelope to check that the strips did actually belong together and that the label was an accurate representation of the contents. This re-examination process quite often resulted in either a strip being re-assigned, or in establishing an entirely new group of open codes (with a new 'axial code' envelope), or in modifications to the labels or the axial codes of the groups. Appendix 3.8 presents some photos of the axial coding processes, and Appendix 3.9 shows some of the axial code tables which were developed as a result of this process.

There were some strips for each of the three cases which could not be assigned to any of the envelopes. This is because these 'odd' open code strips did not have any similarities with the strips in any of the established envelopes (i.e. the axial codes already assigned), nor did they share features which would have justified establishing a new axial code. These strips were not discarded, but were put in envelopes (one for each case) which were labelled 'Odd open codes: Bank X'. Finally, the contents of all the envelopes were reviewed, and those which seemed to have significant similarities were merged.

#### **3.9.3.1.3 Selective codes**

A selective code is a group of axial codes which are found to have a strong and meaningful relationship in terms of a key aspect of the central phenomenon of the study (Strauss and Corbin, 1998), and it was thus the research question of the thesis which served as the main guide for the process of selective coding. During this stage, the researcher therefore examined all the axial codes which had been generated (dealing with each case separately) and looked for relationships which were robust, meaningful and relevant to the research question. He also gave a descriptive label (denoting a selective code) to each relationship identified. These labels were attached to the front of the wallets which were used to group the axial codes of each relationship which had been discovered and verified.

Once all the axial codes had been assigned to groups, the researcher re-examined all the groups (i.e. the selective codes) to confirm that the axial codes did in fact belong together, and that the label which had been assigned accurately reflected their relationship. There were several occasions on which the researcher felt it necessary to move an axial code to another group or to make a slight change to a group's label. Appendix 3.10 presents photos taken during the selective coding process.

#### **3.9.3.1.4 Memos and diagrams**

Writing memos and drawing diagrams are an essential part of the process of analysis, and they are helpful analytical tools as they encourage an analyst to think conceptually and to work analytically with his/her data (Charmaz, 2006; Corbin and Strauss, 2008). With regard to memos, the researcher made sure to spend some time shortly after each interview to write general and sometimes specific notes about various aspects of what had emerged. These notes usually focused on the circumstances of the interview, any interesting insights which had emerged, the interviewee's body language and general reactions to particular insights or interview questions, and questions to add to the interview guide. These memos were reviewed both before and after the open coding of each interview, and reminded the researcher of the context in which the interview was conducted, and thus helped ensure that coding was appropriate. These memos were usually written quite quickly, in the time intervals when the researcher was either in his car in a banks' parking lot after an interview had been completed, or waiting to begin the next interview. The researcher also wrote analytical memos during the data analysis stage which explained either the axial or the selective codes.

Drawing diagrams was also an interesting analytical exercise which the researcher used to immerse himself in the data at both the conceptual and the analytical level. The researcher drew several diagrams during the data analysis stage using software such as Microsoft Visio and Microsoft Word. These drawings helped the researcher understand various relationships revealed in the data (Corbin and Strauss, 2008). Appendix 3.11 presents examples of these diagrams.

### **3.9.4 Cross-case analysis**

The previous sub-section discussed the within-case analysis which was conducted using grounded theory coding. This sub-section discusses the cross-case analysis in which the researcher compared the findings of the different cases to identify overarching patterns which can be derived from the findings of the within-case analyses. According to Eisenhardt (1989), cross-case comparison is a vital task for multiple case study researchers as it can result in the emergence of more robust theories, which has proved useful in helping researchers overcome the biases which usually emerge as a result of a natural tendency to rely on limited datasets or initial impressions when processing information, which ultimately leads to immature conclusions.

In spite of the fact that cross-case comparison is a widely used approach to cross-case analysis (e.g. Eisenhardt, 1989; Miles and Huberman, 1994; Yin, 2003; Mills et al., 2010; Remenyi, 2012), there are different views on how to conduct this comparison. For example, Miles and Huberman (1994) suggest a lengthy process which involves two interdependent strategies, variable-oriented analysis and cross-case analysis. Another common approach to cross-case comparison is Glaser and Strauss's (1967) constant comparative method. Eisenhardt's (1989, p., 540-541) seminal article on methodology argues that there are three different levels on which researchers can compare the findings of their multiple case studies: data by data, category by category, and theory by theory.

Because Miles and Huberman's (1994) and Glaser and Strauss's (1967) methods of cross-case comparison were felt to be inappropriate, the researcher chose to follow Eisenhardt's (1989) recommendations. Specifically, the cross-case comparison for this thesis will be at the theory-by-theory level rather than at the data-by-data or category-by-category levels. Therefore, the researcher will compare the theoretical diagrams which were developed for each case and the categories (i.e. selective codes) in each case in order to develop a higher-level theoretical diagram which will represent and highlight the cross-case patterns which are discovered.

The next section discusses how the researcher ensured that the thesis complies with ethical research standards.

### **3.10 Ethical considerations**

To carry out this research to the highest possible ethical standards and in line with Brunel University's guidelines, this thesis is based on Diener and Crandall's (1978) conceptualisation of research ethics. These authors discuss four areas in which most ethical transgressions usually occur in social research, namely harm to participants, lack of informed consent, invasion of privacy and deception.

Therefore, to ensure that this thesis maintains high ethical standards, the researcher took some measures in response to these, and to meet the expectations of the Research Ethics Committee of Brunel University London, as follows:

- The purpose of the research was explained clearly and in detail to the management of the participating banking institutions, and to each of the individual participants. This explanation was provided orally, and in written form through the Participant Information Sheet, which was personally handed to the banks' management, the contact people, and to each participant at the start of each interview. Additionally, their consent to participate was obtained orally and in writing through the consent forms.
- The management of the participating banks and the individual participants were informed at an early stage of the researcher's need to record the interviews, and the reasons for this were explained, as well as who would use the recordings and how they would be used. Furthermore, each participant was expressly asked if he/she consented to the recording of the interview, and asked to register their approval on an individual consent form.

- The identities of the participating banks and their participants are not revealed in any of the research-related documents. The researcher also took care during the writing up phase to avoid mentioning any information which might indirectly reveal the identities of the participating banks or individuals.
- Throughout the data collection process, the researcher adhered strictly to the boundaries of the access which was granted. For example, the interviewer made sure that the duration of the interviews did not exceed the predetermined and approved limit.

Appendix 3.12 shows the ethical approval which was granted by the Research Ethics Committee of Brunel University London, the participant information sheets, and the consent forms used in this research.

The next section discusses the trustworthiness of the study.

### **3.11 The trustworthiness of the study**

A detailed examination of the literature on qualitative research methodology indicates that there are three different schools of thought with regard to how the quality of qualitative research should be evaluated (Bryman, 2016). The first school advocates the idea that the quality of qualitative research can be evaluated using the same criteria as for the evaluation of quantitative research quality (e.g. Mason, 1996). However, other scholars suggest that the criteria for quantitative research quality need to be adapted to the essentially different research methodology of qualitative research (e.g. LeCompte and Goetz, 1982; Kirk and Miller, 1986). The third group of scholars, building on the contrasting philosophical underpinnings of the two methodologies (Collis and Hussey, 2003), call for a different rather than an adapted set of criteria for qualitative research (e.g. Guba and Lincoln, 1994; Yardley, 2000).

The view taken in this third school of thought, and particularly the conceptualisation of trustworthiness of Lincoln and Guba (1985) and Guba and Lincoln (1994, cited in Denzin and Lincoln, 1994) is the stance taken in this research. The adoption of this stance and the conceptualisation of trustworthiness underpinning this research can be justified by their high compatibility with the philosophical stances of this thesis and with its phenomenological nature (Bryman, 2015). Lincoln and Guba's (1985) and Guba and Lincoln's (1994, cited in Denzin and Lincoln, 1994) assessment of trustworthiness is based on four specific criteria: credibility, transferability, dependability and confirmability. Table 12 below briefly shows how each of these four criteria was fulfilled in this research. Additionally, this is further discussed in the subsections below.

### **3.11.1 Credibility**

The 'credibility criterion' of Lincoln and Guba (1985) responds to the ontological and epistemological nature of qualitative research, by which there can be several possible accounts of social reality. Thus, according to this criterion, it is the credibility (or feasibility) of an account that determines its acceptability to peer reviewers (Lincoln and Guba, 1985; Guba and Lincoln, 1994, cited in Denzin and Lincoln, 1994).

One of the most common approaches for fulfilling this criterion is the use of data triangulation (Lincoln and Guba, 1985; Guba and Lincoln, 1994, cited in Denzin and Lincoln, 1994). This thesis uses two, rather than one type of data triangulation. In addition to the use of multiple data sources (which in this thesis include interviews, annual reports, and website content) to generate evidence for the thesis findings (see Bryman, 2016), within-interview triangulations were also applied (Balmer, 1996; He, 2004). During this process, low-category findings (i.e. open codes) were categorised according to how the data had been generated (Balmer, 1996) into three groups, as follows:

Table 12: Meeting the criteria of trustworthiness; adapted from Lincoln and Guba, 1985; Balmer, 1996; He, 2004)

Trustworthiness criteria	Techniques and procedures employed to meet the criterion
Credibility	<ul style="list-style-type: none"> <li>• within-interview triangulation</li> <li>• document-based triangulation</li> <li>• constant comparisons while coding the interviews' transcripts</li> <li>• unique access (the researcher interviewed executives such as chairmen, general managers and deputy general managers or corporate-level senior managers who are either heads/deputy heads of administration units such as marketing or human resources, or the heads/deputy heads of business divisions such as retail banking or SME banking to ensure that relevant high quality data was generated)</li> <li>• field engagement</li> </ul>
Transferability	<ul style="list-style-type: none"> <li>• thick description of the research setting</li> <li>• multiple cases and cross-case comparisons</li> </ul>
Dependability	<ul style="list-style-type: none"> <li>• judgemental and snowball sampling</li> <li>• rigorous coding in multiple stages</li> <li>• measures to protect the confidentiality of the banks and the individual participants</li> </ul>
Confirmability	<ul style="list-style-type: none"> <li>• word-for-word interview transcription and analysis</li> <li>• accurate records of contacts and interviews</li> <li>• presenting examples of the open, axial, and selective coding</li> <li>• regular writing and use of memos</li> </ul>

- Data generated by a question from the interview guide was marked using the symbol “\*”

- Data generated by a question that was not in the interview guide was marked using the symbol “#”

- Data that was not solicited by the researcher but that was freely volunteered by the interviewee was marked using the symbol “+”.

In addition to triangulation, the researcher also used the constant comparison process while coding the interview transcripts. This conceptual process helped to enhance the coding process by refining the process of generating concepts. During this process, the researcher made constant comparisons between different instances of data and the descriptive labels assigned to them, looking for similarities and differences, and

conceptualised, coded, and categorised them accordingly (Charmaz, 2006; Corbin and Strauss, 2008).

The unique access and the field engagement that the researcher experienced are additional aspects that contribute to the acceptability of the social account presented in this thesis, as it pertains to the social phenomenon under examination (Miles and Huberman, 1994; Bryman, 2016). The researcher interviewed executives such as chairpersons, general managers, and deputy general managers, or corporate-level senior managers. Additionally, he also took advantage of every possible opportunity to engage with banks' employees and managers. An example of this is the informal conversations he had with managers who were interviewed, and with members of their teams, both prior to and after the actual interviews (see section 3.8 for more detail regarding the last two aspects).

### **3.11.2 Transferability**

This criterion parallels the external validity of the quantitative research. Thus, it addresses the generalisability of findings across social settings (Lincoln and Guba, 1985; Guba and Lincoln, 1994, cited in Denzin and Lincoln, 1994).

The current thesis fulfils this criterion by providing thick description of both the research setting and context throughout, specifically so in chapter four. This thick description can provide others with what they may need to make a judgement about the possible transferability of the thesis' findings to other settings and contexts (Lincoln and Guba, 1985; Guba and Lincoln, 1994, cited in Denzin and Lincoln, 1994; Stake 1995).

The use of multiple cases and the cross-case comparison in this thesis further contribute to the generalisability of its findings (Creswell, 2007). The inclusion of three cases and the conduct of cross-case comparisons allowed the researcher to arrive at a robust, overarching pattern of findings that is true to the three cases, and thus, analytically generalisable (Eisenhardt, 1989) along the lines of the thick description provided.



### **3.11.3 Dependability**

This criterion parallels the reliability criterion in quantitative research. For meeting this criterion, Lincoln and Guba suggest the adoption of an auditing approach, by which the researcher keeps complete records of all the phases of his research process (Lincoln and Guba, 1985; Guba and Lincoln, 1994, cited in Denzin and Lincoln, 1994).

In line with the above, the researcher included significant detail and complete records, either in the main body text of the thesis (i.e. volume I), or in the appendices (i.e. volume II) of each of the research phases, as well as research design decisions to prove that he has, in fact, followed the proper procedures where they are concerned (Bryman, 2016). The most important of these are judgemental and snowball sampling, rigorous coding in multiple stages, and measures for protecting the confidentiality of banks and individual participants.

In relation to first, the sampling procedures are discussed in detail in sub-sections 3.8.2, 3.8.2.1, and 3.8.2.1.1. Furthermore, discussion of the unit of analysis of the research in sub-section 3.8.1 is also closely relevant to the sampling procedure. The discussion of field work for the primary data collection phase in section 3.8 addresses the actual sampling work conducted. Additionally, records provided in appendices 3.1, 3.2, 3.3, 3.4, and 3.5 are relevant to the reviewer's scrutiny of the data collection phase in general.

With regard to the rigorous multiple coding stages, section 3.9 in general, and subsection 3.9.3.1, in particular, discuss in great detail the rigorous multiple stage coding procedures followed in this research. In addition, appendices 3.6, 3.7, 3.8, 3.9, and 3.10 provide records that are of close relevance to the reviewer's security of the coding process.

The measures taken to protect the confidentiality of banks and the individual participants are discussed in detail in section 3.10. Evidence of the actual work that was conducted in line with these measures are shown in Appendix 3.12.

Furthermore, appendices 4.0 to 4.85 provide evidence of the proper procedures that the researcher followed to arrive at the triangulated and justified theoretical inferences

he has concluded (Lincoln and Guba, 1985; Guba and Lincoln, 1994, cited in Denzin and Lincoln, 1994; Bryman, 2016).

#### **3.11.4 Conformability**

The conformability criterion parallels the objectivity criterion in quantitative research (Bryman, 2016). While complete objectivity in qualitative research is impossible, researchers are expected to be able to show that they have acted in good faith, and that they have not exaggeratedly allowed personal values and/or theoretical inclinations to influence the conduct of the research, or the process of deriving findings (Lincoln and Guba, 1985; Guba and Lincoln, 1994, cited in Denzin and Lincoln, 1994).

In line with the above, the researcher spared no effort to assure a high level of objectivity while conducting the research. A word-for-word interview transcription and analysis procedure was followed for the processing of interview data (Balmer, 1996; He, 2004). Additionally, a theory-by-theory, cross-case comparison was followed to avoid biases that naturally emerge as a result of relying on limited datasets, initial impressions, and theoretical inclinations (Eisenhardt, 1989). Accurate records of contacts and interviews were systematically kept, and detailed examples of open, axial, and selective coding are provided. Moreover, the researcher strictly adhered to the recommended habit of writing about the analysis' emerging codes (Charmaz, 2006; Corbin and Strauss, 2008), and systematically indexed and stored these memos (Miles and Huberman, 1994).

The following section summarises the content of this chapter of the thesis.

### **3.12 Summary**

This chapter has discussed and justified the research design which this thesis employs to answer its research question and to introduce a theory for the phenomena

concerned. In doing this, the research relied primarily on semi-structured interviews with 23 corporate-level managers, and secondarily on annual reports and the content of websites. Data was collected within the framework of an exploratory multiple case study strategy which adopted an inductive research approach and an interpretive philosophical research stance. The data generated from the interviews was analysed using multiple-stage coding and synthesised using cross-case comparisons. The chapter also discusses the quality of the research and explains the measures taken to ensure that the findings would be trustworthy. Finally, the chapter addresses the ethical considerations which are relevant to every social research study. The next chapter presents and discusses the research analysis and findings.

## Chapter 4: Analysis and Findings

### 4.1 Introduction

In the previous chapter, the researcher detailed and justified the methodological choices which were made to answer the research question. The chapter also included a detailed discussion of the processes which were followed for the analysis of the research data, and particularly the grounded multi-stage coding analysis for the within-case analyses and the cross-case comparison for the cross-case analysis.

This chapter now describes and discusses the research analysis and findings of this thesis, beginning with the within-case analysis process and its findings. It describes how the findings were triangulated using the banks' corporate documents (annual reports and website contents <sup>1</sup>), and discusses them within their corporate and social contexts. This contextual discussion of the findings aims to provide the reader with a full account of the major elements of each of the three banks' managerial cognition of their institutions' corporate heritage identities, including - importantly - their institutions' CSR as an additional plausible corporate heritage identity. The findings of the individual cases are cross-compared to develop more refined sets of findings which are more analytically generalisable.

During the within-case analysis process each of the three cases' interviews were coded separately to the selective coding stage of the multi-stage coding process (see section 3.9.3.1 above). In total, the open coding process yielded 1,720 open codes. These open codes were then categorised into 194 different axial codes, which in turn were ultimately clustered under 28 selective coding labels representing the key findings of

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<sup>1</sup> This chapter does not quote from these documents, but instead refers to the appendixes, which have the author's English translation.

the within-case analyses (i.e. nine concepts for Bank 1, ten for Bank 2, and nine for Bank 3). Each of these concepts is seen to represent a pattern of distinctive findings which constitutes either a CSR-related, non-CSR related or foundational corporate heritage cognition concept, or in other words, each of these patterns is perceived to make up a corporate heritage identity trait by the management of the respective banking institution. Moreover, many of these patterns were found in more than one of the three cases, and so the reader will notice that many of the concepts (i.e. labels) are used more than once in the within-case analysis.

The within-case analysis is discussed in sections 4.3, 4.5, and 4.7. Each of these sections is preceded by an overview of the bank which is the subject of the analysis. These overviews are featured in sections 4.2, 4.4, and 4.6. The findings of each case analysis are grouped and discussed in three different subsections, namely, the CSR-related corporate heritage identity traits (discussed in subsections 4.3.1, 4.5.1 and 4.7.2 for Banks 1, 2 and 3 respectively), the non-CSR-related (i.e. core business-related) corporate heritage identity traits (discussed in subsections 4.3.2, 4.5.2 and 4.7.2 for Banks 1, 2 and 3 respectively), and 'pertinency' - a foundational heritage cognition concept (discussed in subsections 4.3.3, 4.5.3 and 4.7.3 for Banks 1, 2 and 3 respectively). The findings of the analysis of each case are also visualised in subsections 4.3.4, 4.5.4 and 4.7.4.

The cross-comparison analysis resulted in the identification of ten different concepts which make up three sets of findings: the collective CSR heritage identity trait (discussed in subsection 4.8.2), the corporate business heritage identity traits (discussed in subsection 4.8.3), and the 'pertinency' finding, which is a cognitional concept which relates to both the collective CSR heritage identity trait and the corporate business heritage identity trait (discussed in subsection 4.8.1). The first two of these findings are presented in Figures 9 and 10 respectively, while the third is embedded in each of the first two sets of findings (and thus in both these Figures as well). Focusing on the first set of findings, which relates to the primary purpose of this research, in section 4.9 the researcher introduces the theory of the CSR augmented corporate heritage identity trait. This theory, which is visualised in Figure 11, explicates why the CSR practices and thinking in these bank goes beyond being a stand-alone corporate heritage identity trait to constitute an augmented corporate heritage identity

trait. This phenomenological finding is explained in the theory by the banks' early adoption of the CSR philosophy, the infusion of the CSR philosophy and practices with non-institutional, socio-spatial identities and their resulting acquisition of a specific collective CSR heritage identity trait.

Finally, the chapter concludes in section 4.10 with a summary of its content and main findings. The discussion of the within-case analyses and findings begins with an overview of the first case, namely, Bank 1.

## **4.2 An overview of Bank 1**

Bank 1 was established around the middle of the twentieth century and commenced its operations with one branch only and paid-up capital of 750,000 JD (Jordanian dinars). It was one of a handful of banks which were established in Jordan as national banks rather than as subsidiaries of foreign banks. Like all banks during that era, it began as a predominantly corporate bank. Thus, it financed the trade movement in the Kingdom, as well as the establishment of many national economic institutions, and funded many national developmental projects. However, due to its limited success in corporate banking, which was partly a consequence of the economic turbulence at that time, it shifted its strategic focus to a niche market, in which it has been very successful.

In detail, in the late nineties, the bank launched retail banking products, which were unique at that time as they went beyond what was conventionally offered by retail banks. The bank has since continued to be a predominantly retail bank and to play a significant role within this market and consequently in the lives of the Jordanian commonalty. Moreover, the bank has led the technological development of the banking and finance industry in Jordan, primarily within the retail banking sector, by being the first to introduce many developments to the market.

The bank nowadays employs over 1,600 individuals in more than 80 branches and offices, and has paid-up capital of more than 150 million Jordanian dinars. It also has a

regional presence, as in Palestine where it operates more than 15 branches and has also been successful. The bank is therefore considered one of the most important financial entities in Jordan, and is a significant contributor to the well-being of the national economy of the Kingdom.

### **4.3 Within-case analysis of Bank 1**

The analysis of the Bank 1 case yielded 655 open codes, 62 axial codes, and nine selective coding labels which capture the essence of nine distinct key patterns in the findings of the interviews. Below we discuss and triangulate each of these patterns using the interview data, the banks' annual reports and website contents, and thick description for the bank and its socio-spatial surrounding. This discussion is divided into four parts. The first part focuses on the CSR-related corporate heritage identity trait findings. The second discusses the non-CSR-related (i.e. core business) corporate heritage identity trait findings. The third addresses the 'pertinency' pattern which emerged and which is a foundational finding in the overall managerial cognition of the bank's corporate heritage identity. In contrast, the fourth part presents a visualisation of the overall findings for this case (i.e. Bank 1). The discussion begins below with the CSR-related corporate heritage identity trait findings.

#### **4.3.1 The CSR-related corporate heritage identity traits revealed in the findings - Bank 1**

##### **4.3.1.1 'Mutuality' - a selective code of Bank 1**

The label 'mutuality' reflects a managerially recognised hallmark of the bank which has characterised the nature of its business since it was founded, but particularly since the late nineties when the bank started to shift its strategic focus from corporate to retail banking. This process resulted in the development of a new business model which has continued to generate benefits both for the bank by achieving growth, and for its

community by significantly helping and accelerating its social development. Table 13 shows the selective coding which led to the identification of this concept.

As the first to target low- and middle-income individuals, the bank gradually developed a high level of interest in the development of its community and a unique capability to help achieve such development in ways which are in line with the 'mutual' business model. For example, this interest and unique capability resulted in the bank becoming the government's regular partner for the implementation of national finance-related projects which aim to support the low- and middle-income classes. These projects were therefore mentioned in the interviews as essential examples of the bank's CSR and community participation efforts. However, and contrary to what this may lead the reader to assume, the bank's interest in community development was not a byproduct of its strategic shift to retail banking, and its annual reports give some indications which support this conclusion.

Another facet of the bank's 'mutuality' can be seen in its adoption of the responsibility for servicing the achievement of the financial inclusion goal of the Central Bank of Jordan (Central Bank of Jordan, 2017). To do this, the bank designed services to meet the needs of the so-called 'unbankables' in other banks' terms. Catering for this significant sector of the market helped the bank to achieve growth by developing mutually productive relationships which have financially empowered and enhanced the living conditions of the lower and middle classes in Jordan.



Table 13: The selective coding of the thematic concept 'Mutuality' - Bank 1

Axial code labels	Selective code properties	Selective code label
a community development bank	a bank with community development embedded in its business	Mutuality
-serving the goal of financial inclusion		
community development and business growth - a bank's synergistic goals		
an SME-supporting bank		
financial educator of young people		
Jordanians are financially illiterate		
providing guidance for retail customers		

Financial inclusion and financial illiteracy seem to be closely intertwined topics (Sukumaran, 2015). In fact, financial illiteracy offers a good opportunity for the achievement of the goal of financial inclusion (Grohmann and Menkhoff, 2017). According to The World Bank (2014), Jordanians who are 25 years old or above and have bank accounts constitute only 32% of the total population. Therefore, it was no surprise to hear the banks' managers pointing out the challenge of the low financial inclusion rate and the importance of educating young people financially.

The way the bank has been addressing the challenge of financial illiteracy is another aspect of the bank's strategy in which the 'mutuality' concept can be seen very prominently. To continue and broaden its efforts to educate and guide its customers in terms of their banking decisions, which is beneficial for both parties, the bank has extended its campaign to university students. These are seen both as a vital customer group that the bank needs in order to secure growth in the future, and as a group who need the bank to reduce their financial illiteracy. With these considerations in mind, the bank has recently launched a ground-breaking service - a multi-purpose University ID card - which achieves both goals.

Similarly, the bank also started to cater for SMEs since they became a focus of attention towards the end of the first decade of this century, and it was one of the first banks to follow the Central Bank in appreciating the importance of this significant economic sector by modifying its organisational structure to include an SME banking function. What is more, it took the lead in cooperating with international bodies concerned with finance, training, and - more relevantly - developing financial literacy for SMEs.

The provision of banking services for this sector is in fact another element of financial inclusion (Lokhande, 2011; Central Bank of Jordan, 2017), and is concerned with facilitating access to affordable and appropriate financial services for SMEs (The World Bank, 2018), as these companies are of great importance to the well-being of a national economy (Aris, 2007). Financial inclusion for SMEs is currently a key priority in the Central Bank of Jordan's economic thinking, and an essential element of its economic development strategy (Central Bank of Jordan, 2017). From this perspective, the 'mutuality' embedded in this business orientation of the bank can be likewise seen vividly.

#### **4.3.1.1.1 Selected quotes relating to the 'Mutuality' concept- Bank 1**

*"We are currently working on our strategic plan for the next five years, and we are trying to be a bank that takes advantage of opportunities. Nowadays, financial inclusion represents a big opportunity, and it has been a part of our business strategy for so long now, and it is also an aspect of our CSR."* Executive manager, Bank 1

*"We serve a sector that other banks have been neglecting. Today, we serve the low-income customers, including those whose income is less than 200 JDs a month [equivalent to 224 GBP]."* Executive manager, Bank 1

*"...Look at our contributions ... to the implementation of every Royal Grant. Whenever there is such a large-scale project, the bank is called on to implement it because we know how to implement them, and we have a good database and network to implement it at minimum costs of time and money. There is of course a good financial return for doing this, but it is not as good as our core business ... If we look at these projects only from the profitability point of view, we would never have got involved in them, but we do get involved to plant and to reinforce a value - the public interest value."* Executive manager - Bank 1

Appendix 4.0 shows more interview quotes on the 'mutuality' concept, and Appendix 4.1 presents further quotes on this taken from annual reports and the website. Appendix 4.2 shows the triangulation of the axial codes which constitute the selective code label across the different data collection methods discussed in the previous chapter.

Below we turn to discuss another managerially recognised CSR-related corporate heritage identity trait of the bank identified in the interviews, namely 'Participativeness'.

#### **4.3.1.2 Participativeness - a selective code of Bank 1**

The label 'participativeness' here refers to the bank's continuous participation in the community, which in contrast to its 'mutuality' is not business-related and is engaged in solely for reasons of community development and welfare. Table 14 below shows the selective coding which led to the identification of this concept. This participation, although it complements the bank's essence as a profit-seeking institution, goes beyond its fundamental business responsibility in terms of Carroll's conceptualisation (1979; 1991), and is seen as an integral aspect of being a successful business by the bank's executive managers.

Furthermore, the bank's interest in community participation does not stem solely from the managers recognising its importance for business sustainability, but equally from executive managers' and board members' enthusiasm for CSR. This collective enthusiasm for CSR, according to the bank's executive managers, has fed a growing interest in CSR and has pushed it to a point where it is now semi-institutionalised.

Being aware of their bank's participation in the community and the role it has taken in furthering the general development of the community over the years, the executive managers now believe that this commitment can legitimately be considered something of heritage-related importance. This belief stems from the way the bank's managers comprehend the heritage concept in relation to institutions. According to them, the essence of an institution's heritage is its community-related impact, which is manifested either in the way its core products contribute to the development of the community, or in its community participation efforts, which are as it were community-oriented

complementary developmental products. The first of these relates to the 'mutuality' trait, while the second relates to the 'participativeness' trait. This community participation, which is now being labelled CSR following the recent emergence of the CSR concept in Jordan (AL-DAAYA, 2017), can be described as being broad in scope and responsive to the community's unfulfilled needs in areas such as health and education. In adopting this broad CSR orientation, the bank has supported a variety of initiatives and institutions which have social objectives compatible with the benefits the bank itself wishes to provide for the community.

Table 14: The selective coding of the thematic concept 'Participativeness' - Bank 1

Axial code labels	Selective code properties	Selective code label
caring for the community -a banking necessity	a bank which participates in community development	Participativeness
a management which is enthusiastic about CSR		
high involvement of corporate management in CSR		
a bank with a heritage of community service		
Broad CSR involvement: education, health, and arts and culture		
a facilitator of aid for refugees		
CSR as a community-focused practice		

However, it is education-related efforts and initiatives which target school- and college-age people which seem to be at the very top of the bank's CSR priorities list. According to the most recent national census conducted in Jordan, 54.2% of the total population is below the age of 25 (Department of Statistics, 2016), so this focus is completely rational.

The bank has also played a critical role in easing the Syrian refugee crisis in Jordan by facilitating the delivery of monetary aid for refugees. Because of its large-scale retail banking operations and its great interest in community development, the bank was

chosen as a partner for the United Nations Refugee Agency to help deliver monetary aid to eligible refugees throughout the Kingdom at minimal cost.

Turning to the banks' annual reports, the first explicit mention of community participation initiatives is found in the bank's reports for the year 1994 in the general and administrative expense section. Desk research showed that public shareholding companies were not required to disclose their social responsibility efforts and the related expenses before the year 1998, which was when the first disclosure requirements came into force. Prior to that, social responsibility efforts and expenses had simply been included in the general and administrative expenses sections.

In recent years the bank's website as well as its annual reports (see Appendix 4.3) have given a clear indication of the importance the bank attaches to its community role and to meeting the needs of the community. Indeed, it is no surprise that social responsibility is mentioned as one of the bank's core values in these documents.

#### **4.3.1.2.1 Selected quotes relating to the 'Participativeness' concept**

*"If Jordan was not safe, banks would not have been able to operate. If Jordan were not socially stable, it would not have been able to attract investments. Maintaining this social stability is especially important now given the social and political instability that surrounds us. Therefore, the banks' role in maintaining this stability is of great importance ... we do not operate in a vacuum or isolation, we operate in Jordan, and its community is our customers and employees so we can't isolate ourselves from our social surroundings."* Executive manager, Bank 1

*"We are a huge institution and hence you have to give back to your community, so somehow they are considered to be stakeholders. You can't continue without dealing with all the needs they have, I mean the community that surrounds us in general."* Executive manager, Bank1

*"Heritage is different from history, it is not your history. It is what you have been doing throughout these years, how you have been supporting the community. The schools you have built, for example. Our heritage is the things we have been doing for the community which we are part of."* Executive manager, Bank1

*“Being of heritage means that you have been a community development pillar.”*  
Executive manager, Bank 1

Appendix 4.3 shows some quotes from annual reports and the website which bear out the description above, and Appendix 4.4 contains further quotes from the interviews on the 'participativeness' concept. Moreover, Appendix 4.5 shows the triangulation of the axial codes which constitute the selective code label across the different data collection methods discussed in the previous chapter.

The discussion now turns to another CSR-related corporate heritage identity trait of the bank which was identified in the research, namely, 'Responsibility'.

#### **4.3.1.3 Responsibility - a selective code of Bank 1**

The label 'responsibility' was chosen to summarise a pattern of findings which relates to the bank's great sense of responsibility towards its internal and external socio-spatial environment. According to the bank's managers, this has been a trait of the bank's conduct and represents a fundamental principle embedded in its managerial thinking. This sense stems from and is reflected by a variety of features which have consistently characterised the bank. Table 15 below shows the selective coding which led to the identification of this concept.

A significant aspect of this sense of responsibility is mirrored in the bank's constant attention to the non-business-related needs of the community and the way the bank participated and contributed towards fulfilling them. This attentiveness has been something which has characterised the conduct of successive generations of the bank's management, and the bank has always allocated a budget for community participation efforts. It is worth mentioning here that 'community participation efforts' is just one of five different terms used in the interviews to refer to a variety of practices directed at developing its wider community which stem from the bank's sense of responsibility towards Jordan and its community.

Table 15: The selective coding of the thematic concept 'Responsibility' - Bank 1

Axial code labels	Selective code properties	Selective code label
constant social responsibility contributions	a sense of responsibility towards stakeholders	Responsibility
a socially responsible bank		
a transparent bank		
an employee-obligated bank		
a bank characterised by a humanitarian management		
a nationally committed management		
feeling responsible because of being present		
feeling obligated towards the community		
a bank which empowers its employees		
feeling responsible because of its local significance		

Furthermore, this sense of responsibility towards the socio-spatial surrounding was also reflected in other ways which relate more to the essence of the bank's core function as a profit-seeking institution which works in accordance with the rules of the market and the ethical standards of its community (see Carroll, 1979; 1991). An example of this is the bank's long-standing refusal to engage in the irresponsible practices which profit-seeking institutions usually resort to in the face of a downturn or crisis.

In fact, the humanitarian sentiments described here, which are reflected in the bank's compliance with the ethical standards and expectations of the community, is one of four major wellsprings of the bank's sense of responsibility (i.e. a nationally committed management, feeling responsible because of being present and feeling responsible because of its local significance) which has nurtured its unwavering commitment to Jordan. This has also characterised its community participation efforts and informed its 'mutual' business model. Moreover, the bank has sought to be an institution which complies not only with the regulations imposed by the relevant authorities, but also with the ethical standards and expectations of its internal and external communities.

The bank's website lists transparency as one of the bank's most important values. In fact, and according to the managers in their interviews, this transparency can be seen very clearly in particular aspects of the bank's conduct such as internal recruitment, and in its rejection of favouritism. Internal recruitment is clearly relevant to the employee stakeholder group, but these people are also beneficiaries of two other more significant aspects of the bank's high sense of responsibility towards its employees. The first of these is its unique commitment to its staff, and the second is its empowerment of its employees.

The uniqueness of the bank's obligation towards its employees lies in the fact that it is not limited to complying with the country's labour-related regulations but is fully aligned with the community's ethical expectations. According to the managers interviewed, high levels of job security, extended health coverage, the bank's sponsorship of its employees' children and its empowerment of its employees are examples of this extended commitment to its employees.

What is more, the bank ensures that it empowers its staff at all levels of the organisation chart. This empowerment is manifested in the fact that it gives employees chances to equip themselves with the skills and experience to become attractive candidates for higher job vacancies through internal recruitment, and consequently to improve living conditions for themselves and their families. In fact, this is simply a further expression of the way the bank values its people. However, it was found to be of sufficient significance to constitute a separate axial code, as shown in Table 15 above. Furthermore, supportive management, job-related personal freedom and the transparent and straightforward way management deals with employees, which greatly contribute to a very positive working atmosphere, were all mentioned as aspects of employee empowerment in the bank.

#### **4.3.1.3.1 Selected quotes relating to the 'Responsibility' concept- Bank 1**

*"For example, and as you know, we are currently going through a depression, and some institutions have resorted to irresponsible behaviour to increase their profitability, such as layoffs. Such behaviour is completely unacceptable according to our fundamental policy. It is impossible to lay off an employee, and this is an aspect of our*



*humanitarian beliefs ... we would never increase the burden on the community by laying people off.” Executive manager, Bank 1*

*“For Jordan, as I previously told you, the bank is an outstanding and well-established institution and everyone looks at it as a vital institution. ... Hence, the community has the right to have our support and help. For this reason, this CSR policy has appeared.” Executive manager, Bank 1*

*“They [the bank’s senior management] are definitely nationally committed ... their vision, their vision is firstly a national-level vision. They are always willing to contribute to anything that is in line with the national interest, and proud of it.” Executive manager, Bank 1*

Appendix 4.6 also presents some quotes on the 'responsibility' concept from annual reports and the website, while Appendix 4.7 shows some further quotes from the interviews. Appendix 4.8 shows the triangulation of the axial codes which constitute the selective code label across the different data collection methods discussed in the previous chapter.

We now turn to discuss the 'utility' concept, which the analysis identified as another CSR-related corporate heritage identity trait of the bank.

#### **4.3.1.4 Utility - a selective code of Bank 1**

'Utility' is another label, and reflects the fourth distinctive CSR-related aspect of the bank's corporate managers' cognition of their bank's corporate heritage identity. This is the utility which the bank has been providing to Jordan as the overall social context in which it operates. Table 16 below shows the selective coding which led to the identification of this concept. This utility, surprisingly, is not merely of a socio-economic nature, as banks, like other economic institutions, are typically expected to make reasonable contributions to the welfare of their communities. Instead, it transcends this somewhat traditional and intuitive view of what economic institutions contribute to include certain socio-cultural, socio-political and political-economic elements. The idea that CSR has political and cultural roles within communities, although it may sound unusual, has been explored in the CSR literature (see for example Scherer and Palazzo, 2011; Maon and Lindgreen, 2015).

The bank's socio-economic utility to Jordan is embedded in the two previously discussed labels 'mutuality' and 'participativeness' which characterise the bank's conduct and its managerial cognition. Therefore, the writer sees no point in repeating the discussion of the bank's important role in this regard. However, as the bank's sociocultural, sociopolitical and political-economic utilities seem to be noticeably different from its socioeconomic utility, the researcher therefore discusses them below.

Table 16: The selective coding of the thematic concept 'Utility' - Bank 1

Axial code labels	Selective code properties	Selective code label
the state's bank	a bank of a national utility	Utility
a bank that is important for national identity		
a nationally important bank		

As one of the first few banks to be established in Jordan and among the first to be established by Jordanian citizens, and moreover at a time when the state and its institutions were also being established, the bank has played a vital role in shaping the sociopolitical identity of the Jordanian people. In fact, the sense that a sort of national social bonding was beginning to take place was a significant factor in the establishment of the bank. Put differently, the establishment of the bank was an expression of the formation of a new national identity at that time, and a factor which contributed to its creation. Moreover, the bank's executive managers believe that the bank continues to have this national social identity as a dimension of its total identity, and that this continues to be reflected in the bank's general conduct, especially in its involvement in the community. It is also believed that it should be reflected in its marketing and selling efforts. The bank has thus continued to play a significant role in deepening and strengthening the sense of national and social bonding and identity across the years.

Socio-culturally speaking, too, and building on the bank's longevity and its importance to the nation's financial history and heritage, it is now believed to have utility for the national cultural identity of Jordan and Jordanians. This belief is also reflected in the bank's social responsibility practices, as culture and the arts are a pillar of the bank's social responsibility plan. Interestingly, the bank has allocated a significant space in its

headquarters building for use as a permanent bank gallery since 2008, in which the bank has organised many significant cultural exhibitions.

Additionally, this bank's importance to national financial history and heritage has to do with the political-economic utility which it has provided to Jordan. The bank's utility in this regard can be seen more obviously in the services which it has provided for the government, and especially over the last twenty years. Although these services relate to the bank's 'mutual' business model, collectively they also give the writer grounds for discussing them again, but now adopting a different perspective.

As stated previously, this bank is a retail bank which service the commonalty as its core focus. It has therefore sought to develop its infrastructure and to adopt the best available technological banking applications. Most relevant here are the bank's unique network and database which are now functioning efficiently and give it a broad and intensive presence across the Kingdom's governorates and in remote rural locations. This unique focus, presence and technological infrastructure have enabled the bank to become the government's preferred partner for the implementation of projects which aim to support the commonalty, who have been profoundly affected by the withdrawal of mass government subsidies for basic products.

Following the financial crisis of 1989, Jordan embarked on massive economic reforms (Abugattas-Majluf, 2012) which had the restructuring of the governmental subsidy system to make it more efficient as one of its major milestones (Kawamura, 2015), following the requirements of the IMF (IMF, 2005). The government decided to use the local banking sector to help implement efficient subsidy programme, and the bank was chosen as its most frequent partner, especially for the Royal Grant programmes.

Additionally, the bank was chosen as the state's accredited bank for the collection of taxes and fees. This is in fact another utility which the bank provides to the state, as it was able to collect these revenues at the lowest possible cost not only to itself but also to taxpayers.

#### **4.3.1.4.1 Selected quotes relating to the 'Utility' concept- Bank 1**

*"...because we are also responsible for collecting moneys for the state. So, we are present wherever there are funds to be collected. Our presence is something that really differentiates us from the other banks which are only present in governorates' centres, and this is because we are a retail bank, a bank for individuals."* Executive manager, Bank 1

*"Today, \*\* Bank is a Jordanian institution that was founded by Jordanian financial resources. Look at the people who founded the bank - six men who differed in their ethnicities, races and religions, but they had one thing in common, and that was their Jordanian nationality. Today, \*\* Bank is still owned by Jordanians; other banks in Jordan are not purely Jordanian as much as our bank is."* Executive manager, Bank 1

*"Look at the operational costs that we save for the state by getting involved in these projects. Our involvement in these projects helps to achieve great goals for other parties, for example by lowering the risks, managing these huge projects properly. Whatever the size and the nature of the project, we complete it within a month and a half. Note that these grants are also paid to people who live in remote locations, locations that you can't think of, and sometimes the value of the grant or the subsidy does not justify the cost of travelling to the governorate centres to get it, so they need to pay these grants or subsidies in ways that are convenient."* Executive manager, Bank 1

Appendix 4.9 shows some quotes on the 'utility' concept from annual reports and the website. Appendix 4.10 shows some additional quotes from the interviews. Appendix 4.11 then shows the triangulation of the axial codes which constitute the selective code label across the different data collection methods discussed in the previous chapter.

The discussion now continues to another CSR-related corporate heritage identity trait of the bank revealed in the research, namely 'acceptability'.

#### **4.3.1.5 Acceptability - a selective code of Bank 1**

The 'acceptability' label is used here to describe a pattern in the findings of the case which relates to the view of the executive managers of how the community has responded to the bank's community participation efforts. According to the managers, these efforts have been viewed favourably by the community. Table 17 below shows

the selective coding which led to the identification of this concept. This view stems in no small part from the community's great and ongoing need for such practices, and from their constant desire to see more involvement from private institutions, and especially from highly profitable organisations, to alleviate their suffering and pave the way to a solution of its most significant challenges.

It is important here that the reader should have a fuller picture of Jordan's circumstances as a developing Middle Eastern country. As the timeline shows (BBC, 2018), since its establishment in 1946, Jordan has been at the heart of the Arab - Israeli conflict, and more recently, the global war against terrorism, and has thus lived in constant political, economic, and social turbulence, which has hindered its development (see Salibi, 1998; Shlaim, 2008; Awadallah, 2015). This endless suffering, exacerbated by the state's inability to perform its developmental role fully, has meant that the community has constantly thirsted for any assistance available from private sector institutions. Scepticism towards CSR has therefore been an unaffordable luxury for Jordanians.

Table 17: The selective coding of the thematic concept 'Acceptability' - Bank 1

Axial code labels	Selective code properties	Selective code label
CSR communications - mainly about the rationale	CSR is a highly acceptable practice in Jordan.	Acceptability
a constantly turbulent area		
a non-CSR scrutinizing community		
little publicity about CSR		

For this reason, the bank has been happy to give its CSR efforts little publicity, as this would seem unnecessary given the circumstances described above. Importantly, however, two other significant factors are in play. The first is the nature of the bank's sense of responsibility (refer section 4.3.1.3). The second is the way its management views CSR practices, which is as a normal expression of the bank's humanitarian and responsible philosophy rather than an additional activity which is undertaken for marketing purposes. Furthermore, what little publicity is devoted to CSR is usually to publicise the rationale for the bank's activities rather than anything else.

#### **4.3.1.5.1 Selected quotes relating to the 'Acceptability' concept- Bank 1**

*"We explain to them the reasons for choosing a specific cause or charity to support. It is important to communicate your message in this regard, as for example people may wonder why the bank would open a gallery, so we need to explain why and the importance of doing this."* Executive manager, Bank1

*"...When it comes to CSR, people's pre-approval is not necessary because there are always people who are already in need of whatever you may provide."* Senior manager, Bank1

*"The bank's humanitarian efforts never get publicised, we do not publicise them. We have never publicised our support for state universities, but the universities themselves do publicise them sometimes."* Executive manager, Bank1

Appendix 4.12 shows some extracts from the website which are relevant to this discussion. Appendix 4.13 shows some additional quotes from the interviews. Appendix 4.14 then shows the triangulation of the axial codes which constitute the selective code label across the different data collected.

This subsection has discussed the CSR-related corporate heritage identity traits of the bank shown by the research, and the researcher now turns to discuss the non-CSR-related corporate heritage identity traits of Bank 1. These are traits which relate to the institution's core function as a bank.

### **4.3.2 Non-CSR-related corporate heritage identity traits - Bank 1**

#### **4.3.2.1 Perspicacity - a selective code of Bank 1**

The 'perspicacity' label is used for a non-CSR-related pattern of findings related to an aspect of the bank's managerial cognition of its corporate heritage identity. According to the Oxford Dictionary (2018), the term 'perspicacity' means "The quality of having a ready insight into things; shrewdness". Table 18 below shows the selective coding which led to the identification of this concept. Consistent with the meaning of the term,

the course the bank has steered over the years is described by being perspicacious. This perspicacity is strongly believed to have been a primary factor underlying the bank's survival and continued success up to the present day. It is also believed to be a significant factor in the unique status which bank enjoys in its community.

Following from the discussion of the 'acceptability' concept, and particularly the constant turbulence of the country, it is challenging for an economic institution to function productively in an environment where the level of uncertainty is very high and there are real risks of default. In such a context, conservatism and efficiency are great virtues which regrettably are appreciated only by sufficiently prudent managers. Fortunately, successive generations of managers in Bank 1 have embraced conservatism and efficiency as a key philosophy for the conduct of their institution over the years.

Because they adopted these two business principles, and had a deep understanding of the opportunities in the market, the bank's management were able to identify the needs of the market, and see the suitability of a broader and more modern model of retail banking. Additionally, they recognised the benefits of shifting the bank's strategic focus away from the prevailing banking model, which relied mainly on the risky and inefficient business of corporate banking, to the relatively safe and efficient retail banking business.

Table 18: The selective coding of the thematic concept 'Perspicacity' - Bank 1

Axial code labels	Selective code properties	Selective code label
a shift to retail banking motivated by conservatism and efficiency	a strategically prudent bank management	Perspicacity
conservatism for stability		
a loyal customer base		
constant success		
constant internal stability		

The fact that the bank operates in the less risky retail banking business has not led it to become lax in its decisions and banking practices. Instead, the bank has continued to be a strict believer in the virtues of conservatism and to appreciate the turbulent

conditions of its marketing environment. The bank has thus focused above all on one primary goal, and that is to keep the bank stable and prosperous. This is undoubtedly a very prudent yet challenging target, especially for an institution operating in such an unstable environment.

Additionally, and particularly because of this strict belief in conservatism as a route towards stability and the constant success which the bank has enjoyed as a result, it has become the favoured choice for customers (including investors), and especially for those who are risk-averse. The bank has therefore been able to maintain a base of loyal customers throughout.

#### **4.3.2.1.1 Selected quotes relating to the 'Perspicacity' concept- Bank 1**

*"In about 2008, banks realised - although only some of them did, and this was a late realisation – that we let **\*\*Bank alone in the retail market and it has been reaping a really good harvest from the retail market, and that our bank's decision [to shift or open up to retail banking] was correct. And this was especially right after the hits they had experienced in corporate banking. In fact, many of these banks had huge drops in profitability either as a result of the world financial crisis or because of the crises in the country.**" Executive manager, Bank 1.*

*"During the time when other banks were incurring losses due to the world financial crisis in 2008 - 2014, our bank was experiencing increasing profits and growth rates ... this was a really unique strategic experience." Executive manager, Bank 1*

*"We have always said that we are a conservative bank. This is what we want, and this is what is needed. This is actually the framework that we operate in ... and it is what has helped us to keep going forward in a stable way with no unwarranted and sudden ups and downs." Executive manager, Bank .*

Appendix 4.15 shows quotes from annual reports and the website about the 'perspicacity' concept, and Appendix 4.16 shows additional interview quotes. Appendix 4.17 shows the triangulation of the axial codes which constitute the selective code label across the different data collected.



The researcher now turns to discuss another non-CSR related corporate heritage identity trait of the bank revealed in the findings, namely 'pioneership'.

#### **4.3.2.2 Pioneership - a selective code of Bank 1**

According to the Oxford Dictionary (2017) the meaning of the word 'pioneership' is "the function or action of a pioneer", and this is the exact meaning which this word was chosen for. In fact, 'pioneership' is a label which encapsulates another distinctive pattern of findings related to an aspect of the managerial cognition of the bank's corporate heritage identity. However, this pattern relates to the essence of the bank's business as a pioneering and leading retail bank in Jordan. Table 19 below shows the selective coding which led to the identification of this concept.

Interestingly, the bank's 'pioneership' in the retail banking field can be seen clearly in its decision to ease loan procedures and requirements for individual/retail customers. Originally, individual customers were required to arrange for two guarantors before applying for a loan at any of the available banks. This requirement was part of the strict procedures which banks used to follow for individual customers in the hope of lowering the risk of default. This requirement caused social distress and had a negative impact on interpersonal relationships, as it meant that the guarantors become fully responsible for paying off the loan if the primary beneficiary defaulted. Additionally, it significantly slowed the development and growth of retail banking in the Kingdom. Therefore, the bank's groundbreaking step of abandoning this requirement was pioneering, and in a few years it had been imitated by all banks.

It is also important to mention that for risk-related reasons, this step was initially for public sector employees only, as the bank used the salaries which were transferred directly to the bank as an alternative to the two guarantors requirement. This group represents a significant percentage of the country's total workforce. According to a recent study conducted by the Economic and Social Council, Jordan's public sector is the largest worldwide relative to the size of the population (Malkawi, 2016).

Table 19: The selective coding of the thematic concept 'Pioneership' - Bank 1

Axial code labels	Selective code properties	Selective code label
a uniquely convenient loan process	pioneering retail banking services.	Pioneership
a pioneer of modern retail banking		
realising that retail banking requires substantial investments		
an innovation pioneer bank		
pioneering and customised products		
the leader in retail banking		
uniquely competent bank staff		
price-based competition		
retail banking as a highly competitive market		

In fact, this rationally conservative business model, and particularly the use of the salaries transferred direct to the bank as an alternative to guarantors, had a democratising effect on retail banking services which until then had been limited to the affluent and to senior-level employees. This democratisation of services resulted in Jordanians becoming more familiar with banks and banking products, and moreover modernised the community's banking and financial culture and norms.

This 'pioneership' stems from a variety of factors which enabled the bank to strengthen its position and status as the pioneer of retail banking. Among these was its very early and realistic appreciation of how much investment and effort would be needed to become the first truly mass-retailing bank in Jordan. Besides this, the bank's innovativeness in relation to customer services and banking systems, its pioneering and customised products and its competent staff, were all factors which enabled it to build on its pioneer position in the market. These also enabled it to establish itself as a leader in retail banking despite the fierce price and non-price competition which has characterised the retail banking market lately. A testament to this, and particularly to the bank's total innovativeness, is the fact that the bank was chosen by the United

Nations High Commissioner for Refugees (UNHCR) for the delivery of aid to the Syrian refugees in Jordan, and also by local government for the delivery of aid to targeted citizens. Moreover, the bank has recently won three prizes in the area of banking innovation.

#### **4.3.2.2.1 Selected quotes relating to the 'Pioneership' concept- Bank 1**

*"The second thing that really differentiates the bank is the innovation-encouraging culture that it has. I mean the bank has always been keen on developing its products and delivery channels using available cutting-edge technology. It was able to adopt and adapt some non-banking technology applications to uses in the bank."* Executive manager, Bank1

*"All of them [the public sector employees] today have salary accounts in the bank and get loans and other banking facilities such as personal loans, car loans, housing loans and credit cards. We changed the culture of Jordan in this regard. Before us nobody did such things."* Executive manager, Bank 1

*"We are present in all the governorates and our products respond to the needs of all community groups, even the ones that other banks refuse to serve; we serve them and we offer them products customised to their needs."* Executive manager, Bank 1

Appendix 4.18 shows additional quotes on the 'pioneership' concept from the interviews, and Appendix 4.19 presents some excerpts from the bank's annual reports and website which relate to this finding. Appendix 4.20 shows the triangulation of the axial codes which constitute the 'pioneership' concept across the different data collected.

In the next section the 'populism' trait is discussed, which is another non-CSR related corporate heritage identity of the bank which emerged from the analysis.

#### **4.3.2.3 Populism - a selective code of Bank 1**

According to the Oxford Dictionary (2018), the word 'populism' has three different but related meanings, of which the most relevant in this context is "the quality of appealing to or being aimed at ordinary people." This selective code label is another non-CSR-related concept which like the above describes one of the findings which relate to an

aspect of the managerial cognition of the bank's corporate heritage identity. Specifically, it describes a pattern in the interviews which relates to the bank's constant focus on serving the Jordanian commonalty by offering them banking products and services which are custom-made to meet their specific needs and requirements. This concept is closely related to the previous discussion, and particularly to the discussion of the 'mutuality', 'perspicacity' and 'pioneership' concepts in that it operates in the same arena as each of these three sub-phenomena and is thus significant for the researcher. Table 20 below shows the selective coding which led to the identification of this concept.

Following its decision to switch to retail banking, the bank chose to focus on low- and middle-income people rather than being a boutique bank which serves high-income groups only. Since then, partly due to the bank's ongoing strategic focus on employee groups and especially public-sector employees who now represent around 40% of the Kingdom's workers overall (Department of Statistics, 2015; cited in Jordan Strategy Forum, 2016), the bank has become known as the public sector's bank. Furthermore, because the majority of this group's salaries are paid direct to the bank, it has also become known as the salary payers' bank. It is worth mentioning that before this happened, these groups had been neglected and were considered to be an unbankable group.

Table 20: The selective coding of the thematic concept 'Populism' - Bank 1

Axial code labels	Selective code properties	Selective code label
the masses' bank	a constant focus on serving the commonalty.	Populism
the salary payers' bank		
the low/middle classes' bank		
the governorates' bank		
the universities' bank		
an extensive national presence		
realising that retail banking requires an intensive presence		
the public sector's bank		

Moreover, because it understood the implications of becoming a mass retailer serving hundreds of thousands of customers dispersed right across the Kingdom, the bank realised that it needed to have a broad but intensive presence in the governorates and in rural and remote locations in addition to just operating in the Capital Governorate, Amman. This realisation stemmed primarily from the fact that the majority of public sector employees are inhabitants of the governorates, and this has undoubtedly required the bank to constantly increase the number of branches and ATMs. However, the bank's endeavour to expand in the governorates is in fact much older than it may seem, and may not be entirely a byproduct of the bank's switch to retail banking.

Besides this, the bank has been keen since its early years on having an adequate presence in each and every state university. Interestingly, this presence has been mostly exclusive to the bank. According to one of the executive managers, the motive behind this presence is to serve the universities' communities, namely, employees and students. Like the low- and middle-income people, these groups were either not served at all, or were inadequately served. Additionally, like the bank's presence in the governorates, its presence on university campuses is also much older than it seems to be.

#### **4.3.2.3.1 Selected quotes relating to the 'populism' concept- Bank 1**

*"...especially that we deal with a great number of customers from the far south to the far north of the Kingdom, in contrast to other banks, which mainly deal with five or six companies and feel satisfied in dealing with them. We are not a boutique bank. We deal with masses of customers."* Executive manager, Bank 1

*"This is the bank that contributed a lot to the development of commonalty groups, I mean the ordinary people, who are junior employees with low salaries. These people have never had banks to welcome them except our bank; we were their bank and we welcomed them, and the bank looked at them humbly rather than arrogantly."* Senior manager, Bank 1

*"We serve a sector that other banks have been neglecting. Today, we serve low-income customers, including those whose income is less than 200 JD a month [equivalent to 221 GBP a month]. We are the only bank that reached low-income employees and gave them tailored banking products."* Executive manager Bank 1

As in the discussion of the 'populism' concept above, Appendix 4.21 shows quotes from the bank's annual report and website. Appendix 4.22 shows some further quotes from the interviews. Appendix 4.23 shows the triangulation of the axial codes which constitute the selective code label across the different data collected.

This subsection has discussed the bank's non-CSR related corporate heritage identity traits as revealed in the research. The next subsection presents a discussion of the 'pertinency' finding, which represents a foundational element of the bank's managerial cognition of the institution's corporate heritage identity.

#### **4.3.3 Pertinency - a foundational heritage cognition concept of Bank 1**

'Pertinency' is the last of the findings to be discussed which emerged from the analysis of the interview data for Bank 1. According to the dictionary (Free Dictionary, 2018) the noun 'pertinency' means "relevance by being applicable to the matter at hand", and for this reason is chosen for a pattern of findings which relates to managers' cognition of the relevance and importance of their bank's history and heritage to its present and future. It should however be pointed that the managers showed only a low to moderate recognition of the difference between what constitutes their bank's history and what constitutes their bank's heritage. Table 21 below shows the selective coding which led to the identification of this concept.

Table 21: The selective coding of the thematic concept 'pertinency' - Bank 1

Axial code labels	Selective code properties	Selective code label
heritage remodelling - from universities to students	heritage is seen as relevant and valuable	Pertinency
heritage/history - a tacit factor in strategic planning		
the bank's heritage as an element of its identity		
heritage as a strategic asset for marketing and knowledge		
a still-nascent heritage – conscious management		
still-nascent core values		
heritage is mainly composed of intangibles		
customers - a pillar of the bank's heritage		

The first attestation of this finding is the managers' cognition that history/heritage represents not only a significant aspect of the bank's national Jordanian identity trait, but that it is also an inseparable and embedded part of that identity. They therefore believe that the bank's heritage is being projected whenever it highlights its Jordanian national identity in its marketing communications. Secondly, the managers believe that this history/heritage is implicitly a factor in the bank's strategic planning process. It is also considered to be a strategically valuable marketing and knowledge asset for the bank. Additionally, this heritage/history, according to the managers, is manifested in the long, continuous customer relationships which the bank has been nurturing over the years, and in fact these customer relationships are seen as a major pillar of the bank's heritage.

The bank has recently taken concrete initiatives which are in keeping with these managerial cognitions, and particularly with the idea that this heritage is a strategically valuable and appropriate marketing asset. An example of this is the bank's Student ID card project, which relates to the discussion of the bank's universities-related heritage (see section 4.3.1.1 above). In this, the bank has drawn on this heritage to extend its partnerships with university administrations to launch a programme which targets

university students by converting conventional student ID cards into multi-purpose smart cards which are also debit cards usable at points of sale both on and off campuses as well as online.

However, this cognition and the consequent use of the bank's heritage must be described as nascent but at the same time evolving. This is especially true in terms of heritage management and preservation and corporate heritage-based marketing. A further indication of the nascent nature of the bank's managers' thinking is the belief that heritage is largely made up of intangible elements.

#### **4.3.3.1 Selected quotes relating to the 'Pertinency' concept- Bank 1**

*"It is the bank's role and responsibility to feature this heritage, and it is usually featured by featuring the bank's history and the entities that it has history with - by featuring my Jordanian identity, by showing that I worked with the public sector during the hardest times."* Executive manager, Bank 1

*"...you can never neglect your history when you are about to make a strategically important decision or a decision about the future. For example, we are a bank that has always been known as, its social heritage has been that it is the public sector's bank; even if I want to transform it into a corporate bank, I can't neglect that history and heritage."* Executive manager, Bank 1

*"It is similar to when someone does a CV to apply for a job, when the bank applies for a tender it presents a CV. Part of this CV is the bank's heritage and its history. Why would I give up generating benefits by saying that I have been the UNHCR's exclusive bank, or by mentioning my long relationship with the universities, which began at a time when no banks gave them any consideration, and I was the one who paid attention to them, and tomorrow those students whom I am serving now with the smart cards will continue to be my customers in the future."* Executive manager Bank 1

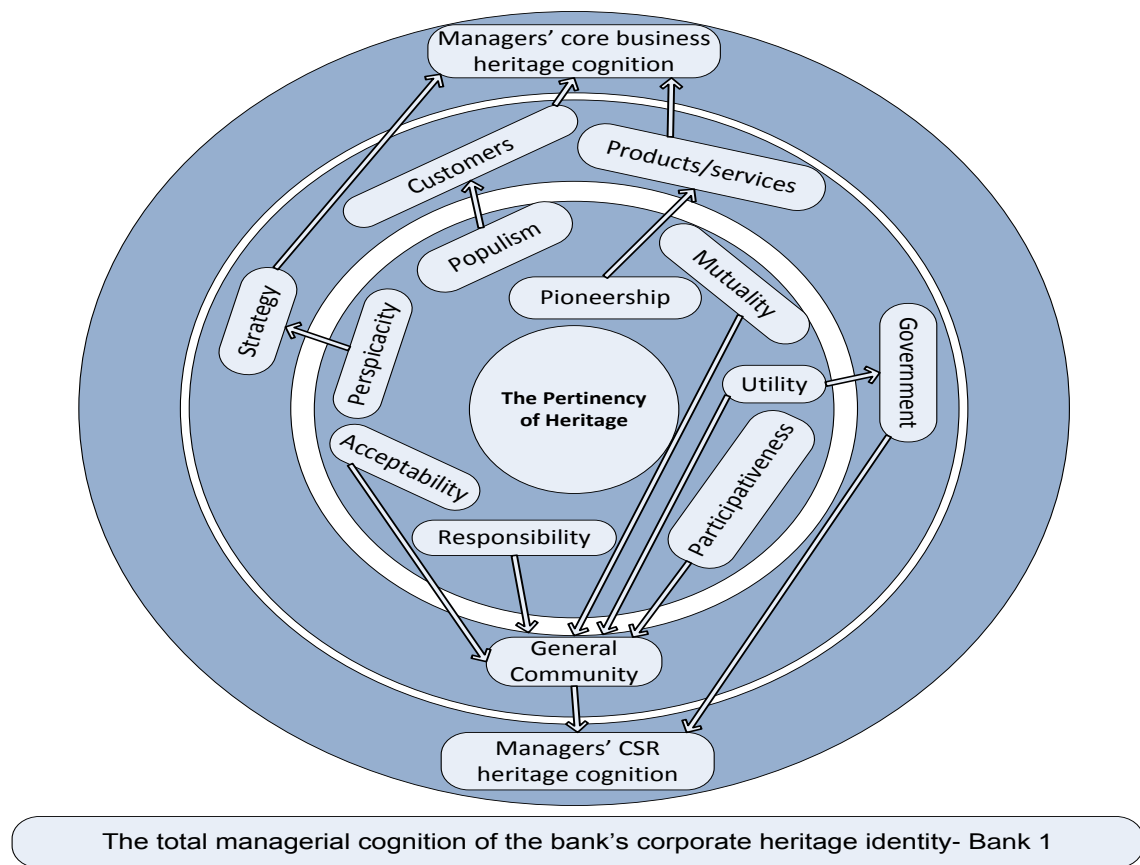
Appendix 4.24 shows some additional quotes from the interviews. Also, Appendix 4.25 shows some quotes from the website and annual reports which relate to the 'pertinency' concept, while Appendix 4.26 shows the triangulation of the axial codes which constitute this concept across the different data collected.



#### 4.3.4 A visualisation of the key findings for Bank 1

Figure 6 below is based on the findings above, and visualises the overall managerial cognition of the Bank's (i.e. Bank 1) corporate heritage identity. Importantly, the figure shows the centrality of the pertinence aspect of the bank's total managerial heritage cognition.

Figure 6: A visualisation of the key findings for Bank 1



In this section the researcher has discussed in detail and visualised the findings from the first case (Bank 1). Therefore, in the section below, we discuss the findings from the interviews in the second case study (Bank 2). This discussion begins with an overview of the bank.

#### **4.4 An overview of Bank 2**

Like Bank 1, Bank 2 was established around the middle of the twentieth century and commenced its operations with one branch only, but with less paid-up capital, amounting to JD 350,000. It was another of the handful of banks which were established in Jordan as national banks rather than subsidiaries of foreign banks. Similar to all banks at that time, it began as a predominantly corporate bank, but evolved later to become a universal bank. Thus it financed the trade movement in Jordan and the establishment of many national economic institutions and funded many national developmental projects. Additionally, the bank was among the first few to enter the retail banking sector following the lead of Bank 1, which was the first. The bank has had significant success in this sector, in that its reputable status nowadays is mainly attributed to its retail operations, and particularly to a well-known slogan which it adopted in its communications to retail customers during the first years of the new millennium. Later on, however, and as a result of environmental changes (which will be discussed later), the bank shifted its focus within the retail sector towards the middle- and high-income classes.

The bank now employs over 1,800 individuals in more than 70 branches and offices, and has paid-up capital of over 180 million JD. Additionally, it has a regional presence, for example in Palestine, where it has more than 10 branches and has also enjoyed great success. Bank 2 is therefore considered to be one of the most significant Jordanian economic entities, and is a major contributor to the well-being of the Jordanian economy.

#### **4.5 Within-case analysis - Bank 2**

Having discussed the findings of the first case (Bank 1), we now begin the discussion of the analysis of the interview data from the second case (i.e. Bank 2). This yielded 568 open codes, 58 axial codes and 10 selective code labels, which capture the essence of 10 distinct key patterns found in the interview data for this case. Each of these is discussed and triangulated using interview data, annual reports and website content, and thick description for the bank and its socio-spatial surroundings.

This discussion is divided into four parts. The first discusses the CSR-related corporate heritage identity trait findings, while the second discusses the non-CSR-related (i.e. core business) corporate heritage identity trait findings. The third addresses the 'pertinency' pattern which emerged and which is a foundational finding in the overall managerial cognition of the bank's corporate heritage identity. The fourth part presents a visualisation of the key findings for this case (i.e. Bank 2). The discussion begins below with the CSR-related corporate heritage identity trait findings.

#### **4.5.1 The CSR-related corporate heritage identity traits revealed in the findings - Bank 2**

##### **4.5.1.1 Participativeness - a selective code of Bank 2**

The label 'participativeness' is chosen for a CSR-related pattern of findings which relates to the bank's constant community participation efforts (activities which were also referred to as CSR or community services in the interviews), which are non-business related and aim solely to enhance the development and welfare of the community. Table 22 below shows the selective coding which led to the identification of this concept.

For one only of the bank's managers, this participation principally stems from the bank's cognition of the existential necessity of such participation for an economic institution. So, although this participation is non-business in nature, it is still practised for business-related reasons which in turn stem from and are justified by the economic character and the business essence of the institution.

The bank's community participation initiatives also appear to be unique in that, in contrast to other profit-seeking institutions' efforts in this regard, they are of a non-profit seeking nature, as another manager termed it. According to this manager, this feature can genuinely be attributed to the way the bank's managers' view these efforts, which is largely benevolent. Thus the bank has always drawn a boundary between its community participation efforts, which are not profit-seeking, and its business-related efforts, which are intuitively profit-seeking.

There was greater consensus among the bank's managers that the bank has had a significant positive impact on its community. This impact, they said, has not been limited to the indirect developmental effects which are a byproduct of the bank's operations, such as being a significant taxpayer. Rather, it applied to purely philanthropic community development involvements such donations of money to community service institutions, helping them make their services always available to beneficiaries. Moreover, these philanthropic efforts have been broad in scope, and consequently have helped to satisfy and respond to a variety of the community's needs and challenges. These needs and challenges can be categorised into three major domains, which are education, health and the environment.

Table 22: The selective coding of the thematic concept 'Participativeness' - Bank 2

Axial code labels	Selective code properties	Selective code label
a bank characterised by broad CSR involvement	a bank which participates in community development	Participativeness
community/national participation - an existential necessity for an institution		
a bank which makes a positive impact on the community		
a bank with a heritage of social responsibility		
the education of poor students - a primary CSR focus for the bank		
CSR continuity- a major CSR consideration for the bank		
CSR - a non-profit-seeking effort		

Nonetheless, the education of poor students seems to be the bank's most preferred CSR domain. Again, this preference is explained by the fact that 54.2% of Jordan's total population is under the age of 25 (Department of Statistics, 2016), and there is consequently a high demand for education services, especially for the public education sector.

Furthermore, it also appears that the bank has been keen on getting involved in CSR efforts which have either a great impact or a long-term or sustainable impact on the members of the community targeted. This explains why continuing impact has been the primary managerial consideration when choosing CSR programmes to become involved in.

All in all, and grounded on the above-stated aspects the managers' perception of their bank's community participation efforts, the managers believe that this role is in itself sufficient enough to constitute a heritage for the bank in the corporate social responsibility area. Hence it is also seen as a significant element of the bank's heritage

overall. This belief is further reinforced by the managers' view of this practice as something the bank has engaged in for a long time.

Looking at the bank's annual reports, the first explicit mention of non-business-related community participation is found in the report for the year 1990, both in the general and administrative expenses' section and in the Chairman's report section. From this point on, such explicit mentions became a regular feature of the reports (see the point in section 4.3.1.2 concerning the disclosure of CSR efforts and expenses). However, prior to 1990, any explicit mention of the bank's community participation was largely limited to business-related initiatives, which are in fact byproducts of the bank's business operations (see Appendix 4.32 for examples).

#### **4.5.1.1.1 Selected quotes relating to the 'participativeness' concept- Bank 2**

*"At the end, we are ultimately a community service establishment. So the community is important as our customers basically come from this community. So, I have to interact with this community in both spheres: business and community service. Thus, I have to have sponsorships, for example, sponsorships for anything that is in line with the community's needs wherever I have a presence ... no institution can live in isolation from the community it exists in. In the end, we are actually members of this community, and we come from this community ... an institution needs be looked at with respect by its community. And to be respected, an institution should be seen participating in its community, for example, by celebrating its national occasions, contributing to the community needs and the national economy, and by creating job opportunities."*  
Executive manager, Bank 2

*"... the management could have left the CSR function to be performed by the business side, or for us, the marketing department. And then, we would not have seen any wrong in using CSR as both a marketing tool and a community service tool. And this is actually what I think most companies do."* Executive manager, Bank 2

*"Each institution is composed of people, and the most important ones are the chairmen, general managers, and other executive managers - those are the people who shape each institution's culture. So, I think that this benevolent understanding of CSR stems from the bank's culture. It is a matter of culture, a culture which was built throughout*

*these fifty years [the bank's age], by the bank's chairmen, general managers and other executive managers.*" Executive manager, Bank 2

Appendix 4.30 presents further quotes on this topic. Appendix 4.31 gives quotes from annual reports and the website. Appendix 4.33, finally, shows the triangulation of the axial codes which constitute the selective code label above across the different data collected.

Having discussed this trait in depth, the researcher now moves on to another CSR-related corporate heritage identity trait which the analysis has revealed, and that is the 'Responsibility' trait.

#### **4.5.1.2 Responsibility - a selective code of Bank 2**

This label encapsulates a pattern in the findings from the interviews which relates to another distinctive CSR-related trait and constitutes an aspect of the bank's corporate heritage identity in the view of the banks' senior managers. In particular, this trait - the bank's sense of responsibility towards its various stakeholder groups - has been a significant aspect of the bank's conduct in its internal and external socio-spatial context for a long time now. Importantly, this trait stems from and is reflected by a variety of factors which are discussed in depth below. Table 23 below shows the selective coding which led to the composition of this concept.

Table 23: The selective coding of the thematic concept 'Responsibility' - Bank 2

Axial code labels	Selective code properties	Selective code label
a bank's obligation towards the community	a sense of responsibility towards stakeholders	Responsibility
ethical dealing with customers		
a transparent bank		
high corporate-level management involvement in CSR		
a bank which complies with regulations		
a bank which cares for its employees		

It is clear from the discussion of the 'participativeness' trait that the local Jordanian community is one of the major stakeholder groups towards which the bank has shown a great sense of responsibility. Table 23 above suggests that this sense of responsibility stems from the bank's desire to be highly compliant with the laws which apply in its environment, and more importantly, with its community's ethical standards and expectations in this regard. This desire, moreover, explains the bank's moral perspective on CSR, and the moral importance which its management assigns to it. We thus see CSR viewed - as one of the managers said - like a mirror which reflects an institution's morality. This mirror is therefore deployed and looked after with the utmost care, and has sufficient resources devoted to its maintenance.

Moreover, and mainly because of this high level of importance which the bank's management attaches to its CSR practices (which are also referred to as 'community service' and 'community participation' in the interviews), CSR has been a high level-management matter. Interestingly, the involvement of senior management in CSR is now seen as a significant factor behind the sophisticated level of understanding and practice of CSR which the bank has reached.

As already pointed out, the bank's sense of responsibility does not focus simply on the broader community, but relates particularly to the customer stakeholder group. This



responsibility towards customers is reflected in the ethical way it deals with them and takes their best interests into account in each transaction they conduct with the bank. Therefore the bank has been following what was described by one of the managers as an 'educational' rather a 'milking' approach in its customer relationships.

In addition to customers, employees are another stakeholder group which the bank has been attentive to, considering them the bank's most important resource, and this is reflected in the belief that satisfying their needs is a prerequisite to satisfying its ultimate customers' needs. For that reason, the bank has sought to offer them a distinctive value proposition.

The bank also has had a high sense of responsibility towards an additional and intuitively important stakeholder group. This group, namely banking-related regulators, is particularly concerned with monitoring the legality and the health of banks' operations, as these are widely viewed to have the most direct and significant impact of all business institutions on the overall health of a country's economy (Kaufman, 1996). The bank has always been mindful of this crucial aspect of its broader responsibility as a major business and a national economic institution in a new and developing country, and of the fact that it operates in a developing and thus vulnerable economy. Therefore, the bank has always been at pains to maintain successful relationships with the government and its regulatory and supervisory bodies, and to meet the level of compliance it has to adhere to in order to sustain these relationships. This comprehensive compliance, which also relates to the 'utility' concept discussed below, is also indisputably needed to safeguard the bank's exceptional developmental role and positive impact on both the banking sector and the national economy.

Another aspect of the bank's unique sense of responsibility is the transparency which, according to the managers, has been a characteristic of its general conduct and its dealings with the various stakeholders in its internal and external environments. Some of the managers' comments about the bank's transparency in the interviews, in fact, related specifically to two stakeholder groups, namely customers and employees. It is also interesting that this transparency was described by one of the managers as having a heritage nature and importance.

#### **4.5.1.2.1 Selected quotes relating to the 'Responsibility' concept- Bank 2**

*"...Bank \* \* is probably the only bank that deals in this highly transparent way and according to the best banking traditions with clients, it deals with customers in a very transparent way, which is not an easy thing to do. And I am sure that if there were no bank's heritage in this respect, it would have been impossible to be that transparent with the customers - it would have been a complete mess. So, it is obvious to me that the bank has been using its heritage in this respect."* Executive manager, Bank 2

*"...it is a bank that has deep roots in the community, and people look at it and understand it in this way as a bank that exists for them, and I see this as a point of strength for the bank."* Executive manager, Bank 2

*"The first aspects of the bank's heritage are its strategy and its transparency, which the bank has been applying throughout the years in addition to the profession's ethics."* Executive manager, Bank 2

*"It is the board's and the executive management's attention to and care for CSR that have helped our CSR work to mature. It is enough to mention that CSR was not left to the marketing department to take care of."* Executive manager, Bank 2

Appendix 4.34 shows some further quotes from the interviews on the 'responsibility' concept, while Appendix 4.35 presents quotes from the bank's annual reports and its website which reinforce the comments made by the managers. Appendix 4.36 shows the triangulation of the axial codes which constitute the selective code label across the different data collected.

The next subsection discusses a third CSR-related corporate heritage identity trait which the analysis revealed, which is the 'utility' trait.

#### **4.5.1.3 Utility- a selective code of Bank 2**

The 'utility' label denotes another distinctive CSR-related pattern which emerged in the interview findings and is an aspect of the managerial cognition of the bank's corporate heritage identity. It relates to some of the functions which the bank has carried out for the benefit of Jordan as the collective socio-spatial context in which it operates. Table 24 below shows the selective coding which led to the composition of this concept, and makes it clear to the reader that the bank has been providing utility to Jordan in four

different but interrelated ways, which are political-economic, sociopolitical, sociocultural, and - intuitively - socioeconomic.

A closer look at Table 24 clearly indicates that the bank's utility in the political-economic sphere has been the most significant of the different utilities which the bank has been providing for Jordan. Given that it is one of the oldest and largest banks in Jordan, and more importantly, one of the first locally established banks, the executive managers believe that their bank has made considerable contributions to the Jordanian national economy. This has been through its developmental impact on the Jordanian national private sector, and through its developmental role within the Jordanian national financial sector.

Table 24: The selective coding of the thematic concept 'Utility'- Bank 2

Axial code labels	Selective code properties	Selective code label
a bank which plays a national economic development role	a bank of a national utility	Utility
supporting the development of the national financial system		
backing the government's economic growth policies		
an established Jordanian national bank		
the 'unbankables' as a country-level challenge		
contributing to lower unemployment rates		
a leading Jordanian bank		

According to one of the bank's managers, the bank's political-economic utility to Jordan can be seen very clearly in its constant and unique support for and congruence with the state's economic development plans and policies. The uniqueness of this support and congruence is attributed to the bank's sophisticated understanding of the market and its exceptional flexibility. The latter is probably a precious quality given the high level of political instability which has characterised the geopolitical situation of the Middle East

(Mabro, 1992), hindered economic growth and disrupted the implementation of development plans (Alesina et al., 1996). This political-economic utility is further attested in the executives' cognition of their bank's role as a leading Jordanian bank. This leadership according to the managers has had an indirect developmental impact on the national banking sector.

Besides, and although it has recently adopted a business strategy which is no longer completely responsive to the dilemma of financial inclusion, this seems to be an issue which still concerns the bank's executive management. One reason for this is that the bank is known both as a corporate bank, and as a retail bank which has long targeted the Jordanian commonalty and has thus contributed a lot to the goal of financial inclusion. Another is its status as a long-standing leading national financial institution and is hence genuinely concerned with the well-being of Jordan and the soundness of its economy. It is worth mentioning here that the adoption of this relatively new strategy was in fact a result of regulatory changes which in the managers' opinion negatively impacted the feasibility of mass retailing. This will be discussed further later in this chapter in the interview findings under the 'perspicacity' concept/trait.

In relation to its socioeconomic utility, the bank's continued growth and expansion has created thousands of job opportunities over the years which have been filled by Jordanian employees. As well as this, and in line with its developmental role within the national banking sector, the experience of working in the bank has armed many Jordanians with the necessary expertise to become attractive job candidates for overseas labour markets such as those in the prosperous Arabian Gulf. It is worth mentioning here that Jordanian emigrants' remittances have been a significant contributor to the stability of the Jordanian national economy (Elkhafif et al., 2012, p. 99). One reason for this is the fact that these remittances have been a main source of foreign exchange (Busch et al., 2002, p. 12).

In sociopolitical terms, the bank's age and its established standing in the market seem to be factors which constitute a further type of utility which relates to Jordanians' sociopolitical identification. This utility seems to stem from three different but interrelated factors. The first of these is the point at which the bank was established, which occurred at a critical period in the Kingdom's development, approximately one

decade only after it became independent. The second factor is the Jordanian identity of the bank as a national Jordanian financial institution founded entirely by Jordanian resources and still owned by Jordanian citizens. The third is the bank's success and its continued survival, overcoming all the hardships which Jordan has witnessed, and thus representing the story of Jordan as an emerging country and a developing economy struggling to defend itself and assert its existence in an adverse geopolitical environment.

#### **4.5.1.3.1 Selected quotes relating to the 'Utility' concept- Bank 2**

*"We have served different economic sectors throughout the years and we have contributed to the success of many Jordanian companies. I can give one great example of this: there is a Jordanian company that is successful to the extent that whenever the Royal Court hosts the leader of a foreign country or an internationally important figure, the agenda for this leader or figure will include a visit to that company, and that company is Petra Engineering Industries. Now, if you go and sit down with this company's managers and owners they will tell you that our bank was the only one that stood with them at a time when all the other banks were closing their accounts and refusing to deal with them. This company is now one of the greatest Jordanian companies, and it works with NASA and its products can be found in USA airports."*

Executive manager, Bank 2

*"This congruence with the state's economic orientation and plans is a common characteristic among banks, but we are unique in this regard as we have a detailed understanding of the market, and we have recently established a research department, and this department does nothing but market studies and research."* Executive manager, Bank 2

*"There are now several things that distinguish our bank. For example, it is known that it has been a school for the other banks. I consider this a heritage aspect, and we are all proud of it. All our employees are attractive targets for recruitment by other banks because they assume that all the employees of Bank\*\* are highly experienced, competent and skilful, and thus they stand out at the sector level."* Executive manager, Bank 2

Finally, Appendix 4.27 shows some further quotes on the 'utility' concept from the interviews, and Appendix 4.28 has quotes from the bank's annual reports, as well as from its website. Appendix 4.29 also shows the triangulation of the axial codes which constitute the selective code label across the different data collected.

The discussion now turns to a fourth CSR-related corporate heritage identity trait which the analysis of this case revealed, namely the 'acceptability' trait.

#### 4.5.1.4 Acceptability- a selective code of Bank 2

For a second time, the 'acceptability' label is used to refer to a distinctive pattern found in the interviews, and this is the executive managers' view of how the community has received the bank's community participation efforts. Table 25 below shows the selective coding which led to the composition of this concept.

Table 25: The selective coding of the thematic concept 'Acceptability' - Bank 2

Axial code labels	Selective code properties	Selective code label
No doubts of the bank's CSR	CSR is a generally acceptable and largely non-controversial practice	Acceptability
little publicity for CSR		
little consideration of the public's views of CSR		
some scepticism about CSR inevitable because of subjective views		

A careful look at Table 25, and particularly at the first and last axial code labels, should lead the reader to conclude that scepticism about CSR, although it inevitably exists, is not a major concern for the bank's management. This relaxed managerial attitude can be attributed to the muted nature of these doubts, which encourages the management to dismiss them as unimportant, and as an inevitable and thus tolerable outcome of people's subjective thinking. It is interesting, furthermore, that according to one manager, the fact that such scepticism is not more widespread is attributed to the bank's transparency in relation to CSR. However, the researcher believes a further factor relates to some of the points discussed in section 4.3.1.5 above, and in particular

the constant turbulence of Jordan and the region, and the general lack of cynicism of the Jordanian community.

It is the bank's transparency in this area, combined with the non-business purpose of its CSR initiatives and managers' belief that some level of scepticism is inevitable which together have led the bank to assign little importance to publicising its CSR efforts. It also appears that the low importance assigned to CSR-related publicity also stems from management's belief that people's CSR-related views should have nothing to do with how an institution conducts its CSR activities, as this is believed to be an institutional and strategic decision which should not be influenced in any way by laypeople's views.

All in all, this discussion should lead the reader to conclude that the community has reacted to the bank's community participation efforts with acceptance rather than admiration, and has adopted a largely unquestioning stance towards the bank's motives for CSR and other aspects of its CSR programmes.

#### **4.5.1.4.1 Selected quotes relating to the 'Acceptability' concept**

*"I think the resonance of our CSR efforts has been largely positive, there have been no doubts about CSR, I think. I think this comes from the way the bank practices CSR, there have been no business motives behind this practice, and when the bank chooses a cause or a charity to support the support decision is solely based on a cause's merit, and the CSR budget has never been used as a surrogate for the media budget [for advertisements and publicity] - not at all. So, the only purpose of our CSR work is to highlight and to support some benevolent values, values that relate to the support of some disadvantaged groups, for example."* Executive manager, Bank 2

*"I think doubt is an inevitable social attitude, not only at the individual level but also at the institutional level, it is an unavoidable thing, because in this topic and similar to many others, there is lots of subjectivity. Supporting a rural area's football team for example can be a controversial decision as some people may see it as a luxury form of CSR sponsorship and think that the money should be directed at something that is more important, while others, in contrast, may praise this sort of sponsorship as it supports something they think is very important for their community. CSR is an institutional and a strategy-based practice, so it is difficult to consider everybody's views*

*and opinions in this regard, and you can't prevent people from criticising your CSR."*  
Executive manager, Bank 2

Appendix 4.56 shows further quotes from the interviews in the same vein, while Appendix 4.57 shows a quote from an annual report which echoes this interpretation of the 'acceptability' concept. Appendix 4.58 then shows the triangulation of the axial codes which constitute the selective code label across the different data collected.

Having in this subsection discussed the CSR-related corporate heritage identity traits of Bank 2 which are revealed in the findings, the researcher now turns to discuss the non-CSR-related corporate heritage identity traits of the Bank. These are traits which relate to the institution's (i.e. Bank 2) core function as a bank.

#### **4.5.2 Non-CSR-related corporate heritage identity traits - Bank 2**

##### **4.5.2.1 Perspicacity - a selective code of Bank 2**

This concept also emerged in the discussion of Bank 1 (see section 4.3.2.1 above). Here again, this label reflects a non-CSR-related pattern found in the bank's managerial cognition of the institution's corporate heritage identity, and relates to the management's perspicacious navigation throughout the years. Table 26 below shows the selective coding which led to the composition of this concept.

This perspicacity is generally believed to be the primary factor behind the bank's survival to so far, through fifty years of persistent market turbulence (see 4.3.1.5 for a fuller account), and also behind its continued success, which according to the managers is evident from its continuous growth and expansion. It is also believed to be a significant factor behind the reputation which the bank has established in the market.

Another important aspect of this perspicacity is the professionalism which characterises the bank's business conduct, and particularly its investments and lending operations, which are strongly underpinned by market research. These have been essential to the bank, and this is reflected in the fact that a designated department has been



established for them. This professionalism might also be what led to the fair pricing policy which the bank has followed. This fair pricing policy in turn has definitely been a factor behind the large customer base the bank has built.

Another factor underlying the bank's continuing success is the prudent selectivity the bank has applied in deciding which customer groups to target. This selectivity was a necessary response to legal changes which reduced the economic feasibility of targeting low-income people, and which according to the managers increased the 'due diligence' cost per customer. What is more, they increased the complexity of providing a service to some specific groups of the low-income people. Consequently, to ensure the continuity of its success, the bank had to expand its target market to include affluent customer groups, while at the same time becoming somewhat selective with regard to low-income customer groups. For these groups, the bank limited its focus to the 'bankables' only and excluded very low income customers, i.e. those who earn less than JD 250 a month (equivalent to £276).

Table 26: The selective coding of the thematic concept 'Perspicacity' - Bank 2

Axial code labels	Selective code properties	Selective code label
a professional lender/investor	a strategically prudent bank management	Perspicacity
a bank which charges fair prices		
widely perceived as a safe bank		
continuous success		
selectivity as a business strategy for the bank continuity		
continuous high profitable bank		
a highly reputable bank		
very large customer base		
overcoming fifty years of persistent market turbulence		

According to the managers, a further result of this perspicacity and particularly the bank's professionalism, selectivity, and its survival over more than fifty years of

constant turmoil, the bank has been being perceived as a highly secure and safe financial institution by both depositors and investors. Thus, the stakeholders have contributed to the bank's growth and expansion as they have been the source of the continued high profitability which the bank has experienced so far.

#### **4.5.2.1.1 Selected quotes relating to the 'Perspicacity' concept- Bank 2**

*"I have been the secretary of the board for some time now. So, I have had the opportunity to read through the bank's history, from its establishment up to the present, to know about how the management have been thinking, what the main challenges were, how they successfully responded to them, and what are the outputs of their managerial thinking were, the vision, mission, strategy, and how they were further finely shaped with the passage of the years. Therefore, and based on this, I think Bank \* \*s story has been a story of success not only for the bank but also for its community. This is a story which covers all the challenges ... such as the crisis of 1989, during which many institutions were on the verge of collapse, and the bank was able to take the right decisions which enabled it to avoid the fate that others suffered. So, it is a real success story that began with the bank's establishment and has lasted up to this day."* Executive manager, Bank 2

*"The fact that the bank still exists now is by itself a proof that bank has always had successful management, successful and correct managerial decisions, and has always been following and successfully implementing a successful strategy throughout the last fifty years. These fifty years over which the bank has survived have not been easy or even moderately difficult years - no, they were not. Surviving fifty years in the Middle East region is not easy at all. It is very difficult. Our bank has not only survived these difficult years, it has done more than just surviving, to achieve almost continuously increasing growth rates and expansion, and it has continuously introduced new ideas in terms of products and services..."* Executive manager, Bank 2

*"...if you look at the bank's split-adjusted value, dividends adjusted value and stock prices, you will be amazed to know that if you had invested the sum of one dollar for example with the bank for like fifteen years now, this one dollar would now be 15 dollars."* Executive manager, Bank 2

Appendix 4.46 contains some additional quotes on the 'perspicacity' concept from the interviews, and Appendix 4.47 has quotes from annual reports and the website which paint a similar picture. Appendix 4.48 shows the triangulation of the axial codes which constitute the selective code label across the different data collected.

The discussion now turns to a second managerially perceived non-CSR-related corporate heritage identity trait identified in the analysis of this case, namely the 'populism' trait.

#### 4.5.2.2 Populism - a selective code of Bank 2

The term 'populism' denotes a pattern in the interview findings for of Bank 2, and is used in the same way as in section 4.3.2.3. Table 27 below shows the selective coding that led to the composition of this concept.

Table 27: The selective coding of the thematic concept 'Populism' - Bank 2

Axial code labels	Selective code properties	Selective code label
a bank with an extensive presence in Jordan	continuous focus on serving the commonalty.	Populism
a universal bank serving all types of customer		
the lay peoples' bank		
a bank for the affluent but not the elite		

Since it was first established, the bank has continuously sought to build its physical presence by expanding its geographical coverage both throughout the Kingdom's governorates and in its remote and rural locations. Consequently, the bank is now one of the three banks which have the widest and the most intensive presence in the Kingdom, having branches, and more recently ATMs, in all the governorates, and in many rural and remote locations. Interestingly, service provision rather than profitability alone has been the main reason for its aim of achieving such intensive Kingdom-wide presence.

Indeed, part of the reason why the bank worked so hard to establish itself right across the Kingdom is that it has always been concerned with providing a service to the Jordanian commonalty, or 'lay people', as one of the bank's most senior managers called them. Moreover, although the bank has recently changed its strategic focus to include the affluent segment of Jordanian society and to stop serving some of the lowest-income people (i.e. those who earn less than JD 250 a month), it has never been concerned with the small Jordanian elite segment. In fact, according to one of the managers, servicing such people is far beyond the ability of the bank, and these are therefore provided for by large foreign banks such as UBS and Morgan Stanley.

This broad market orientation of the bank's retail division, and the fact that it has also been a corporate bank serving companies of all sizes including SMEs and microenterprises, has led the bank to become - as one of the managers termed it - a 'universal' bank. This universality arises from the comprehensive nature of its service, which covers nearly all the customer segments in the Jordanian banking market, and particularly the retail market, including its biggest segment, namely the commonalty.

#### **4.5.2.2.1 Selected quotes relating to the 'Populism' concept**

*"Geographically too, we have served the community through our intensive presence throughout the Kingdom, from the far north to the far south. Actually, most of the banks you see in the market serve Amman, or West Amman in particular, and the other main cities. But for us no, the case is different, we exist in all the governorates."* Executive manager, Bank 2

*"...we have been geographically expanding not only for the sake of presence and profitability but also for the sake of people and for the sake of proving that Bank \* \* is one of the pioneering banks that supports the country's financial system. So, if I today want to mention the things that make me a unique bank I will mention the high quality of customer service, and the geographical proximity I have to my customers, to the biggest segment of the community in the Hashemite Kingdom of Jordan."* Executive manager, Bank 2

*"Bank \* \* has a great fingerprint within the Jordanian community to the extent that it is still known in the community by its renowned slogan 'Bank of \* ' [a term which is very closely related to 'commonalty]', and even though the bank's slogan, strategy and*

*vision have now developed in a slightly different direction, it is still known by this slogan. So, when people ask me where I work and I answer them by saying that I work in Bank \* \*, they promptly reply saying 'Bank of \* ' [i.e. the slogan mentioned above]. Therefore, I think the bank is deeply rooted in the community, and this is seen now as a bank that exists for the people, and I see this as a point of strength for the bank.”*  
Executive manager, Bank 2

*“avoiding the unbankables and refusing to service them does not mean that we are now serving the elite segment only, because we are today serving those whose income is as low as JD 250 a month [equivalent to £276].”* Executive manager, Bank 2

The bank's annual reports are full of statements which clearly manifest the constant attention it pays to the commonalty, or to ordinary customers (see Appendix 4.40). In addition to what is shown above, Appendix 4.41 contains some further interview quotes which relate to the 'populism' concept. Appendix 4.42 shows the triangulation of the axial codes which constitute the selective code label across the different data collected.

Having completed the discussion of the 'populism' trait, the researcher now turns to discuss another non-CSR-related corporate heritage identity trait identified by the analysis of the interview data for this case (i.e. Bank 2), namely, the 'serviceability' trait.

#### **4.5.2.3 Serviceability - a selective code of Bank 2**

According to the dictionary, the term 'serviceability' denotes “the quality of being able to provide good service” (The Free Dictionary, 2018). The grounded analysis of the interview data yielded a distinctive pattern of findings which is encapsulated in this word. The bank has been providing uniquely excellent and successful service for at least three different groups of stakeholders. Table 28 below shows the selective coding which led to the composition of this concept.

First and foremost among these groups is the customer stakeholder group, to whom the bank has delivered consistently excellent customer service. In addition to being consistently fast, accessible, available and reliable, the bank's customer service is also personalised to meet the individual customer's needs and circumstances. Indeed, it has always been a step ahead of the customer's current needs, predicting their future

needs, and similarly anticipating their potential future problems and conceivable solutions to these. The bank has also been an advocate for the customer, putting the customer's interests ahead of its own.

Another key point is that the bank's focus on excellence in customer service stems from the fact that most customers, largely because of the nature of the banking transactions, have been not looking for price (i.e. interest rates, fees) or bargains, but instead want decent banking relationships. Thus excellent customer service has been important, as it is the mechanism which assures the continuity and success of customer relationships. Therefore as a direct result of the greater importance attached to the relationship relative to the price, and consequently to the consistently and uniquely excellent service it offers, the bank has now a loyal customer base. Even more importantly, this loyalty has been cross-generational, passed on over two to three generations of customers. The bank has been mindful of these relationships, carefully nurturing them to ensure their continuity over time.

Table 28: The selective coding of the thematic concept 'Serviceability' - Bank 2

Axial code labels	Selective code properties	Selective code label
a bank with highly committed staff	Continuously successful internal and external customer service	Serviceability
Most of the customer-bank relationships are not price-based ones		
consistently excellent customer service		
a bank which nurtures cross-generational customer relationships		
excellent customer service as a route to differentiation		
a loyal customer base		
a bank with a friendly working environment		
remarkably competent staff		
a bank which empowers its staff		
a cross-generational shareholder base		

In line with the above discussion of the bank's sense of responsibility towards its employees, the bank's consistent excellence in customer service can also be attributed to the successful management of its human resources. It is worth mentioning here that this interpretation is consistent with the findings reported by Hogg et al. (1998) and by Roberts-Lombard (2010) on the relationship between internal marketing, and particularly the notion of investment in people, and the success of a company's marketing orientation. Therefore, this approach to human resource management, which has a strong focus on training and development, motivation and satisfaction, can be considered a type of customer service which targets the bank's internal customers, namely employees. To put it another way, the bank's invariably caring management in this regard has consistently resulted in committed, empowered and competent employees who work in a friendly and therefore comfortable and productive environment.

Furthermore, following the same logic, dividends can be seen as another type of service, i.e. one which a shareholding provides to a third group of stakeholders, namely shareholders. From this point of view, the bank has also been providing another continuously unique and valuable customer service to a group who are different from its customers and employees, namely the bank's shareholders.

#### **4.5.2.3.1 Selected quotes relating to the 'Serviceability' concept**

*"The most important aspect of its [the bank's] heritage is the customer relationships that the bank has inherited across customer generations, which the bank has been preserving over the years. This is a heritage, these customer relationships are heritage."* Executive manager, Bank 2

*"When I speak about the bank's success I mean ... I think this success would have been impossible without having a qualified, confident and motivated staff, because in the end banks are service institutions and this type of institutional success depends mainly on their human capital. For this reason, I think that our human capital has really been the pillar for the great success that the bank has achieved."* Executive manager, Bank 2

*"Some of the bank's shareholders have been with the bank since its establishment or its very early years, either personally or through their inheritors ... So there is loyalty*

*towards the bank and from all different sorts of peoples - employees, customers and shareholders.” Executive manager, Bank 2*

Finally, before moving on to another non-CSR related trait (the 'Institutionalism' trait) revealed by analysis of this case, Appendix 4.37 shows some further quotes from the interviews on the 'serviceability' concept. Appendix 4.38 then shows quotes expressing similar ideas from the bank's annual reports and the website. Appendix 4.39 shows the triangulation of the axial codes which constitute the selective code label across the different data collected.

**4.5.2.4 Institutionalism- a selective code of Bank 2**

The term 'institutionalism' means “adherence to or belief in established forms, especially belief in organised religion” (The Free Dictionary, 2018). The label 'institutionalism' is used here to refer to a pattern within this case identified by the inductive analysis. This pattern should be seen in the context of the way that functioning systematically is part of the bank's mature culture. This mature systematic functioning seems to stem from the bank's firm belief in operating according to documented standards which are articulated in the bank's policies and procedures. Table 29 below shows the selective coding which led to the composition of this concept.

Table 29: The selective coding of the thematic concept 'Institutionalism' - Bank 2

Axial code labels	Selective code properties	Selective code label
documented procedures and policies as an aspect of the bank's heritage	a bank with a mature culture of systematic functioning	Institutionalism
a strategy-based functioning bank		
a bank which functions systematically		
external influencers behind the bank's embrace of institutionalism		



There is no doubt that this systematic functioning is to be expected of such a large banking institution operating in an age when banking has become very heavily regulated (Parker and Gupta, 2018), thus exerting pressure on banks to adopt a highly systematic approach to their business. However, such an approach seems to have been the norm for Bank 2 for a long time now. Supporting this claim, interestingly, is the belief of two of the managers interviewed that these documented policies and procedures, and the way the bank adheres to them, constitute unique traits which, because they have been in place for such a long time, are an aspect of the bank's heritage. Another aspect of this systematic way of working is the bank's strategy-based functioning, which according to the managers, has been something which makes it stand out in the market, and is a reason behind its survival and success.

However, the bank's institutionalism has not been an endeavour driven purely by internal forces, but also to some extent partially encouraged by external environmental regulatory forces such as the Central Bank of Jordan.

#### **4.5.2.4.1 Selected quotes relating to the 'Institutionalism' concept**

*"Internally speaking now, I worked for two Jordanian banks before this bank, and in my personal opinion, we are the most organised bank, the most institutionalised and the most systemised. In this bank, there is always a serious attempt to respect the work mechanisms, to be transparent, and to respect the work process, procedures and policies, and to keep on working within these frameworks, avoiding the establishment of a culture where people can override the established work mechanisms. So, we are really trying to work in an institutionalised way. And this was really astonishing to me when I started to work for the bank, as I used to know the bank from the outside only. I found myself faced with a heritage of work mechanisms. This was really surprising given my previous experience and also what I know about the internal environments of the other banks."* Executive manager, Bank 2

*"Institutionalism is not a new thing to the bank, and this is because part of the institutionalism and corporate governance we have is actually demanded by the Central Bank of Jordan's regulations, and another part of it also comes from our compliance with international banking standards as a national and regional bank that has global transactions. A third part of it also comes from our auditors, who have been making*

*recommendations in this direction. But remember that institutionalism and corporate governance are just like so many other things - they can be implemented in two different ways: the first is superficial, where you implement them as a checklist, and the second is to make them part of an institution's DNA. So, my point is that the institutionalism and corporate governance have been imposed and encouraged for a very long time, but it was the institution's choice to take them further to become part of its DNA.*" Executive manager, Bank 2

Appendix 4.43 shows some additional interview quotes about the 'Institutionalism' concept, while Appendix 4.44 shows some quotes from the annual reports and the website. Appendix 4.45 triangulates the axial codes which constitute this selective code label across the different data collected.

The next subsection discusses the final non-CSR related corporate heritage identity trait which the analysis of the interview data found in Bank 2. This is the 'adaptability' trait.

#### **4.5.2.5 Adaptability - a selective code of Bank 2**

According to the Oxford Dictionary (Oxford Dictionary, 2018), the term 'adaptability' refers to "the quality of being able to adjust to new conditions". In line with this meaning, this label is used for another distinctive pattern which emerged in the findings for this case. This aspect of the banks' managers' cognition of their institution's corporate heritage identity relates to the bank's continuing ability to adapt to banking-related environmental changes and to continuously remain up to date with the relevant developments and changes. Table 30 below shows the selective coding which led to the composition of this concept.

Table 30: The selective coding of the thematic concept 'Adaptability' - Bank 2

Axial code labels	Selective code properties	Selective code label
a technology-pursuing bank	continually adapting to banking-related developments	Adaptability
constant development of the bank's operating systems and procedures		
a continuously evolving bank		

This adaptability is represented in three different but interrelated ways. The first is the bank's continuous effort to adopt new financial technology applications and to be among the first few banks to introduce new financial technologies to the Jordanian market. The second is the bank's unceasing attention to the development of its operating systems, including those which relate to banking security. These developments, according to the managers, have reflected positively on the bank's procedures and operations, making them more convenient for all parties. The third expression of the bank's adaptability is management's appreciation of the importance of continuously evolving in response to environmental changes, and approaching these changes with an open and flexible mind.

#### **4.5.2.5.1 Selected quotes relating to the 'Adaptability' concept**

*"Bank \* \* is a sophisticated bank that has been keen on pursuing developments in financial technology applications ... there have always been people in the bank who made sure that the bank progresses smoothly in line with technological developments in the finance business, and I think this is one of the main reasons behind the unique status that the bank now has ... the bank has been keen on investing in technology and on using it in its offerings..."* Executive manager, Bank 2

*"It is fascinating to talk about the huge developments that our institution has gone through. A major area of this development is the bank's work system, and this includes the work procedures and the work operations. You know, I have been working with the bank since the year 2000, and since then I can tell there has been a huge amount of work on developing the bank's work system - our work system is now totally different from the one the bank had when I started. Frankly speaking, the bank's management has been spending generously on developing the work system, on developing the work procedures and on developing the work operations, aiming at enhancing the work processes, believing that the enhancement of the work process and system will have a positive effect on employees' performance and consequently on the quality of service that is given to the clients..."* Executive manager, Bank 2

*"Innovativeness is in fact one of the bank's core values which it has been keen on promoting."* Executive manager, Bank 2

Appendix 4.53 shows further quotes on this concept from the interviews, and Appendix 4.54 shows quotes from the annual reports and the website which support what the managers said in the interviews. Appendix 4.55 shows the triangulation of the axial codes which constitute this selective code label across the different data collected.

This subsection has discussed the non-CSR related corporate heritage identity traits of Bank 2. The subsection below focuses on the discussion of the 'pertinency' finding, which is a foundational element of the managers' cognition of the institution's corporate heritage identity.

#### 4.5.3 Pertinency - a foundational heritage concept of Bank 2

This concept also emerged in the findings for Bank 1 (see section 4.3.3 above). In contrast to all the other concepts relating to Bank 2, it denotes a pattern of findings which relates to the managers' view that the bank's corporate heritage and history are relevant to the bank's present and future. One again, however, it is necessary to point out that the managers showed only a low to moderate awareness of the difference between what constitutes their bank's history and what constitutes its heritage. Table 31 below shows the selective coding which led to the identification of this concept.

Table 31: The selective coding of the thematic concept 'Pertinency' - Bank 2

Axial code labels	Selective code properties	Selective code label
Heritage-a knowledge source for a better strategic vision	heritage seen relevant and valuable	Pertinency
heritage as a strategic competitive resource		
A late managerial appreciation for the bank's heritage		
attraction of the new generation to the efficiently priced Fintech-based offerings		

The first aspect of this 'pertinency' to be noted is the view that the bank's heritage is, in fact, a reservoir of precious and valuable knowledge which is relevant and reusable, and thus helpful over time for management's strategic vision. It should be noted that this view is to a large extent based on the managers' belief that history and heritage are especially helpful for understanding the means through which an institution has become what it is now and the circumstances in which this happened. This is moreover believed to be a prerequisite for ensuring an institution's survival and growth over time.

Another aspect of 'pertinency' is the belief that the institution's heritage is a strategic marketing resource which can greatly enhance its competitiveness. A large part of this belief is based on the assumption that because of its heritage, the bank is perceived as something unique by its stakeholder groups, and especially, customers and shareholders.

However, it appears that these views on the relevance and importance of the bank's heritage and history were mostly present only in the managers' subconscious until they were triggered by the questions posed during the interviews and consequently recognised. Once the managers did become aware of this, there was a consensus that the bank's heritage had been to a large extent neglected. Moreover, it was realised that this neglect was a mistake on the part of the bank which should be acknowledged and rectified by management.

It is also interesting that two of the bank's managers believed that heritage-based marketing does not appeal strongly to the new generation of customers. It was felt that this group, in contrast to older generations, do not assign any great importance to history and heritage, but instead are more concerned with satisfying their needs effectively and efficiently through the most convenient technologies. It can be argued that this mistaken idea can be attributed to the managers' nascent understanding of the corporate heritage concept, and especially to their rather vague recognition of the difference between corporate history and corporate heritage, and what each of these actually is (see Appendix 4.50 for quotes on this from the interviews).

#### **4.5.3.1 Selected quotes relating to the 'Pertinency' concept**

*"I think the bank's management has always been aware of the importance of a principle that relates to history and heritage, this principle is reflected in something a well-known philosopher is reported to have said - I can't remember his name, but the saying goes, "things are the way they are because they became that way". The point is that we always try to understand why we did this or that, and why we should do this or that, we try to understand the actions and the situation that got us into the position we are in now, and not to forget there should be a rationale for the things we do now and not keep following what we and our predecessors have always been doing. So, whenever the rationale for something changes and becomes unsound, we have to make changes about that thing too. Therefore, I think success is almost impossible to achieve without first understanding your current situation, and for this, you have to look at your history and heritage to see the previous but still relevant circumstances and to be able to appreciate and to acknowledge the new situation. This is why heritage is important - because it reminds you of the things that of course are old, but are also relevant because of their importance, such as who you are, why you are here, what mistakes you made, and what you got right. Heritage is the past, and it is full of valuable lessons."* Executive manager, Bank 2

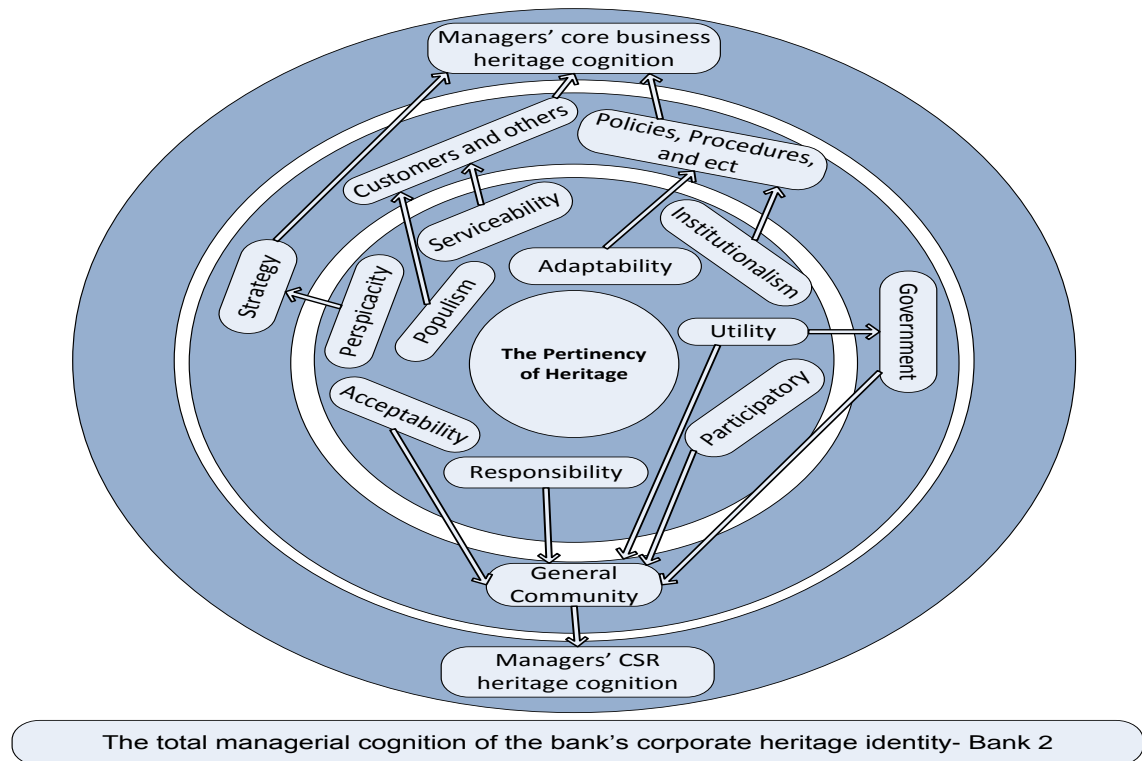
*"...I think if the bank today features and highlights one of the old, long-lasting relationships that it has with some of its current corporate customers which is part of its heritage, it will definitely give us lots of credibility in the market ..."* Executive manager, Bank 2

In addition to what is shown above, Appendix 4.49 presents other quotes from the interviews on this concept, while Appendix 4.51 shows quotes from annual reports and the website which further support these ideas. Appendix 4.52 shows the triangulation of the axial codes which constitute this selective code label across the different data collected.

#### **4.5.4 A visualisation of the key findings for Bank 2**

Based on the findings discussed above, Figure 7 presents a visualisation of the overall managerial cognition of the institution's (i.e. Bank 2) corporate heritage identity. Importantly, this diagram shows the centrality of the 'pertinency' finding in this cognition.

Figure 7: A visualisation of the key findings for Bank 2



This section completes the discussion and visualisation of the findings for the second case (i.e. Bank 2). The focus now moves on to the third case, namely Bank 3. This discussion first presents an overview of the bank.

#### 4.6 An overview of Bank 3

Like the first two banks, Bank 3 was established around the middle of the twentieth century and started its operations with one branch only, but with less paid-up capital than Bank 1, which amounted to JD 350,0000. It was one of the first few banks to be established in Jordan as national banks rather than subsidiaries of foreign banking institutions. Again like the first two banks, it began as a predominantly corporate bank but then evolved to become a universal one, and has thus played a significant role in improving the national economy and its business cycle. Moreover, in addition to its business-related contributions, the bank has played a notable role in the Jordanian community through its non-business-related community contributions, which started with the bank's establishment and have continued since then. Interestingly, these substantial contributions are believed to be a significant reason for the lower growth rates which the bank has achieved in comparison to some of its competitors.

The bank nowadays employs around 1,500 individuals in more than 60 branches and offices spread throughout the Kingdom's governorates. Its paid-up capital has continued to increase and now stands at more than JD 180 million. Additionally, the bank has maintained a regional presence from an early point, with branches in Palestine, for example. It is therefore considered to be one of Jordan's most significant economic entities, and a considerable contributor to the well-being of the Kingdom.

#### **4.7 Within-case analysis of Bank 3**

The analysis of the interview data from Bank 3 yielded 568 open codes, 73 axial codes and 9 selective coding labels which summarise the nine distinct key patterns which were found. Similar to what was done in sections 4.3 and 4.5, we below discuss and triangulate each of these by drawing on the interviews and the bank's annual reports and website, as well as thick description of the bank and its socio-spatial surroundings. This discussion is again divided into four parts. The first discusses the CSR-related corporate heritage identity trait findings, while the second focuses on the non-CSR-related (i.e. core business) corporate heritage identity traits which emerged. The third section addresses the 'pertinency' pattern within the findings, which represents a



foundational element of the overall managerial cognition of the bank's corporate heritage identity. The fourth part presents a visualisation of the key findings for this case. The discussion begins below with the findings related to the managerially recognised CSR-related corporate heritage identity traits.

#### **4.7.1 CSR-related corporate heritage identity traits - Bank 3**

##### **4.7.1.1 Mutuality - a selective code of Bank 3**

Once again (see section 4.3.1.1 above), the label 'mutuality' is used to denote a distinctive pattern within the findings for this case. In a way which is to a certain extent similar to Bank 1, this pattern relates to the business model which has been adopted by Bank 3, and which has been fruitful both for the bank by helping it to achieve growth, and for the community by helping and accelerating its development. Table 32 below shows the selective coding which led to identification of this concept.

The first aspect of this mutually beneficial relationship is represented in the substantial service which the bank provides for low-income people by offering them products and services which have been designed to fulfill their under-served special needs. The bank's interest in this group has not been stemming from a purely profit motive only, but also from the empathy which successive managements have felt with this group. These services have definitely contributed to the improvement of the social and economic circumstances of this group, which represents the vast majority of Jordan's population. Other aspects of this mutuality which also reflect the bank's interest in the low-income group are the customer-guidance approach which it has followed in acknowledgment of their generally low level of financial literacy, and the bank's long-standing aim of branching out to the Kingdom's governorates and consequently being conveniently accessible to this geographically dispersed group.

The mutuality which characterises the bank's business approach can be seen more prominently in its continuing interest in developing entrepreneurs and the SME business sector. This interest was first apparent early in 1998 and matured in 1999, when the bank established a subsidiary which is specialised in financing entrepreneurs

and SMEs, and later led to the establishment of an SME academy in 2012. This group is in fact a business sector which is crucially important to the well-being of any national economy (Aris, 2007) and to social development and empowerment within a community. Interestingly, therefore, the bank's managers believe that the work the bank has been doing with entrepreneurs and SMEs should be seen as a form of CSR and it is thus an aspect of the bank's overall CSR orientation. This view is supported by the non-financial services which the bank has been providing to this business sector, and by its particular focus on supporting entrepreneurs - including women - in the governorate.

Table 32: The selective coding of the thematic concept 'Mutuality' - Bank 3

Axial code labels	Selective code properties	Selective code label
SMEs support-a CSR embedded work	a bank with community development embedded in its business	Mutuality
the leading bank for SMEs		
the supportive bank for entrepreneurs		
the supportive bank for SMEs		
the provider of non-financial services for SMEs		
a pioneering bank for SMEs		
the bank for women entrepreneurs		
a presence in the governorates		
the low-income peoples' bank		
the governorates' SMEs bank		
a bank committed to customer guidance		

#### 4.7.1.1.1 Selected quotes relating to the 'Mutuality' concept

*“An aspect of the bank’s CSR has been practised within the bank’s business operations and by one of its business divisions. An example of this is the SME Academy, which was a result and a reflection of the bank’s general belief that its relationships with its customers should go beyond loaning procedures and conventional financial transactions to include other things, things that they are weak at and for which they need help to improve.”* Senior manager - Bank 3

*“CSR is also practised in our work with SMEs and entrepreneurs by focusing some of the things we do in this regard on supporting women entrepreneurs. As part of this, we*

*established the Nashmiat [brave women] Centre, which is a centre which specialises in supporting women entrepreneurs by providing them with financial and free non-financial services.” Executive manager - Bank 3*

*“We have also been very interested in giving guidance for low-income customers, and this has been an institutional rather than an individual-level practice. People who are solvent have plenty of banks to choose from and can easily get financial knowledge. But in contrast to this, low-income people have only limited options, and they are not able to seek financial knowledge, and thus to make enlightened banking and financial decisions. So this group needs special attention from the bank to help them make good decisions, decisions that can make their life better, as the improvement of their living conditions will reflect back positively on the country's overall social, economic and political situation.” Senior manager, Bank 3*

Appendix 4.65 shows more quotes from the interviews on this topic, and Appendix 4.66 includes quotes from annual reports and the website on the same theme. Appendix 4.67 shows the triangulation of the axial codes which constitute the above selective code label across the different data collected.

In the next subsection the discussion moves on to another CSR-related corporate heritage identity trait finding which the analysis of Bank 3 has revealed, namely the 'participativeness' trait.

#### **4.7.1.2 Participativeness - a selective code of Bank 3**

The 'participativeness' concept is used again to summarise a pattern which relates to the findings for Bank 3. As the term implies, it relates to the managerial cognition of the bank's community participation efforts (which were also referred to as CSR, community care, community service and community participation in the interviews) as a corporate heritage identity trait of the bank. It appears that these initiative are not undertaken for business reasons but are aimed solely at the development and welfare of the community. Table 33 shows the selective coding which led to the composition of this concept.

Engaging in community participation was described by the bank's senior managers as a long-standing and deeply-rooted practice which began with the bank's establishment and stems from a benevolent attitude which has always characterised the bank. There is no doubt that this should be viewed in the light of the bank's sense of responsibility towards Jordan, as discussed below, which in turn largely derives from the bank's status as a pioneering national economic institution. In addition to this, the bank's CSR practice was also described as continuous rather than occasional, and as by broad in focus to cover all the critical areas of community needs. These areas include health, education, culture and the arts, and more recently the Syrian refugees in Jordan, for whom the bank has facilitated the delivery of aid in cooperation with the UNHCR. This facilitation has been motivated above all by the bank's desire to support this disadvantaged community group. Interestingly, moreover, the bank's practice of community participation has derived its momentum from junior employees as much as from senior management.

Four of the managers interviewed believe that the bank occupies the leadership position in CSR practices in the Jordanian financial sector. This belief is mainly based on three unique aspects of the bank's CSR engagement. The first is the systematisation which in recent years has characterised the bank's general practice of CSR, and particularly the decision-making process in this regard which is now subject to specific criteria which have been developed institutionally. The second is its sophisticated practice of CSR, which has sometimes gone beyond the conventional form of making donations. The third aspect is the bank's mature and benevolent understanding of CSR, which keeps it separate from public relations and marketing activities. These three features, as some of the managers stated, have resulted in its CSR efforts having an exceptional impact and being very useful to the community groups targeted. It is also interesting to note that the bank's leadership position in this area has led it to undertake some CSR-related mentoring for individuals who come to the bank enthusiastically seeking support for their poorly developed community projects. Arguably, this mentoring is an area in which the bank's 'participativeness' trait can clearly be seen to overlap with its 'responsibility' trait.

Table 33: The selective coding of the thematic concept Participativeness - Bank 3

Axial code labels	Selective code properties	Selective code label
CSR - a bottom-up practice	a bank which participates in community development	Participativeness
CSR - a constant practice		
CSR- a deeply-rooted practice		
a leading bank for CSR		
a bank which facilitates aid for refugees		
a CSR-pioneering institution		
a bank with a wide CSR involvement		
a focus on sponsorships with maximum impact		
mentoring applicants for sponsorships		
a bank which cares for the community		
a shift away from donation-based CSR practice		
sales as a possible but unsolicited effect of CSR		

An examination of the annual reports shows that the first explicit mention of the bank's community participation efforts is found in the reports for 1957 and 1958 in the profit and loss account, which included donation items. There is then no indication of any community participation until the annual report for the year 1998, perhaps because there was no requirement to report such activities (see section 4.3.1.2 above). However, from the year 2012 the bank started to issue detailed annual corporate social responsibility reports which discuss the bank's social and environmental work, and importantly, the social outcomes of its business operations.

#### **4.7.1.2.1 Selected interview quotes relating to the 'Participativeness' concept**

*"The bank has always, throughout the years since it was established, performed its community role. But it was unaware of CSR as a concept and as a structured practice, so its community role over the years used to take the form of charity and regular donations, aimed mainly at education and community empowerment."* Senior manager, Bank 3

*"If you look closely at the bank's history and at the roles it played in its home country [Jordan], you will find that the bank not only had profitability as a core objective but rather the development of the national economy and the community as core objectives. I think \* \* Bank not only fulfils the mission of a shareholding company, but also a mission to support its home country. And you'll find that only part of its objective has been profit-based, but not all of them ... so the bank has never sought only the complete satisfaction of its shareholders. As you know, shareholders always seek maximum possible profits."* Executive manager, Bank 3

*"Let me tell you something - if you are participating in an event which has a purely social objective and is all about community support, you should not be trying to achieve any sales-related objective. Never ever! CSR should not be done to achieve sales and marketing-related objectives. Rather, it should aim solely at helping community groups to achieve their own objectives. Even when our CSR is targeted at entrepreneurs, we do not see them as possible customers, we treat them as community groups who need support. Sales from them may occur years later as a natural consequence of the support I've given them."* Senior manager, Bank 3

In addition to what is shown above, Appendix 4.71 shows further quotes from the interviews on the 'participativeness' concept, while Appendix 4.72 shows quotes from the annual reports and the website. Appendix 4.73 shows the triangulation of the axial codes which constitute the selective code label across the different data collected.

The subsection below discusses another CSR-related corporate heritage identity trait identified in the analysis of the interviews for this case, and that is the 'responsibility' trait.

#### **4.7.1.3 Responsibility - a selective code of Bank 3**

The 'responsibility' label was used in the discussion of Banks 1 and 2, and it also encapsulates a distinctive pattern found in the interviews for Bank 3. This pattern relates to the bank's sense of responsibility towards its internal and external socio-spatial context, which in the view of the bank's senior managers is a trait which has characterised the bank's conduct for a long time now. This trait, as Table 34 below shows, stems from and reflects a variety of features which are discussed below in detail.

Interestingly but not surprisingly, a great deal of the bank's sense of responsibility towards Jordan and its community derives from the bank's sense of its relative age, and thus its deep roots within its socio-spatial surrounding, and from its sense of its Jordanian national identity. This seems to have led the bank to feel a great obligation towards its social-spatial surroundings. The sense of identity has also led the bank's management and shareholders over the years to take a great interest in contributing to the well-being of Jordan and its community, which also seems to have been the factor behind senior management's great and direct involvement in the bank's CSR-related work as reported by the interviewees. An interesting and significant example of this involvement, which shows the bank's great sense of responsibility very vividly, is the social empowerment the bank has promoted for disadvantaged groups such as women and young people.

In addition to the external communities which, for publicity-related reasons, are often the main targets of a company's CSR efforts, the bank's sense of responsibility also extends to its internal community groups, namely its employees. In fact, the bank's employees have always been cherished and appreciated by management, and have been the recipients of a relatively significant share of the bank's care and attention. This probably explains the low staff turnover rate which the bank enjoys, which was reported by one of the managers to be among the lowest in the sector.

Table 34: The selective coding of the thematic concept 'Responsibility' - Bank 3

Axial code labels	Selective code properties	Selective code label
a sense of national responsibility as a long-established institution	a sense of responsibility towards stakeholders	Responsibility
Feeling nationally responsible because of being Jordanian		
a management which is committed to the nation		
high involvement in CSR at the level of corporate management		
enthusiasm for CSR among shareholders		
a bank which is part of the community		
a bank of corporate governance		
a bank committed to ethical conduct		
a bank committed to humanitarian conduct		
a bank which cares for its employees		
a bank which encourages young people		
a bank which enables women		
a community-friendly bank		
publicity to encourage the practice of CSR		

Apart from the benefits it provides for the community and its employees, the bank's great sense of responsibility is also reflected in the way it conducts its core business, which according to the managers is highly ethical and humanitarian. Aspects of this, according to the managers, are the bank's strict belief in and implementation of corporate governance, its responsible lending practices, and its fair recruitment practices.



#### **4.7.1.3.1 Selected quotes relating to the 'Responsibility' concept**

*"\* \* Bank truly has a heritage that cannot be ignored. And this is why \*\* Bank cannot be anything but a nationally loyal bank that contributes to and serves its country's economy, and this is something that is really important to the bank ... this is something that makes us feel much more responsible for our country's market, economy and people."* Executive manager, Bank 3

*"The owners of the bank are from a very reputable Jordanian family that has made lots of national commitments to Jordan. ... National commitment has been something that characterises the bank's management and thus the bank. So we work on the basis of the commitment we have to Jordan and to achieve the development of the Jordanian community and also to serve our customers. All these are elements of \* \* bank's philosophy."* Executive manager, Bank 3

*"The practice of CSR is an old one at \* \* Bank, and it began with the bank's establishment. It has always been in existence because it is an ethical obligation in the minds of the bank's main shareholders, and this is a prerequisite for ethical business practices."* Senior Manager, Bank 3

In addition to what is shown above, Appendix 4.68 presents some more interview quotes on the 'responsibility' corporate heritage identity trait. Appendix 4.69 shows quotes from the annual reports and the website that corroborate the above discussion. Furthermore, Appendix 4.70 shows the triangulation of the axial codes which constitute this selective code label across the different data collected.

In the next subsection, the researcher continues the discussion of the findings for Bank 3 by focusing on a fourth CSR-related corporate heritage identity trait identified in the analysis.

#### **4.7.1.4 Utility - a selective code of Bank 3**

The 'utility' label is used again (see sections 4.3.1.4 and 4.5.1.3 above) to summarise another distinctive pattern in the findings for Bank 3. This pattern relates to the managers' cognition of their bank as a Jordanian national institution which has been of significant utility to Jordan and its people since its establishment. Looking at Table 35 below, which shows the selective coding which led to the composition of this concept,

the reader can conclude that the bank has been providing utility to its socio-spatial context in four different yet interrelated ways, and these are: political-economic, sociopolitical, sociocultural and socioeconomic.

Table 35: The selective coding of the thematic concept 'Utility' - Bank 3

Axial code labels	Selective code properties	Selective code label
a locally pioneering bank	a bank of a national utility	Utility
mergers to support the growth of the national economy		
a bank with a nationally important economic role		
an inveterate bank		
a historically and culturally important bank museum		
a numismatic museum which makes the bank stand out from the rest		
A bank of Jordanian national identity		

The bank's political-economic utility to Jordan can be seen clearly in the bank's nationally and economically important pioneering role as one of Jordan's oldest banks, and more importantly, as the first national bank to be established in East Jordan. It is thus a founding member of the Jordanian banking sector and has significantly contributed to the process of establishing the basis of financial activities in Jordan, as well as to the development of the Kingdom's financial industry. Additionally, it has served as a role model for banks which were established or opened later in Jordan, and as a school for the human resources professionals across the region's' financial sectors. Another aspect of the bank's utility to Jordan in this regard is its unique compliance with and unique support for the Central Bank of Jordan's economic orientation and economic development plans, such as the economic development of the governorates and the financial inclusion initiative, especially in the SME sector. One specific example of this is two mergers which the bank undertook with two local banks in response to a policy of the Central Bank of Jordan to encourage mergers among

Jordanian banks (Al Bawaba Business, 2001). This was deemed very helpful for the development of the Jordanian banking sector and ultimately the national economy (Al-Fayoumi and Abuzayed, 2009).

As well as this, the bank provides sociopolitical utility to Jordan by playing a significant role in representing and strengthening Jordanians' sociopolitical sense of identity. This role stems from two interrelated sets of facts about the bank. The first of these is the bank's unique status in Jordan in general, and within its sector in particular, as a successful, pioneering and large-scale national Jordanian institution. The second is that the date of the bank's establishment endows it with an aura of importance. The bank was founded at a critical time, approximately one decade only after the declaration of independence, when Jordanians were struggling to defend and strengthen their independence. The bank's history is thus inextricably bound up with the modern national history of Jordan and the continuous struggle of its people in the face of never-ending political and economic crises.

It is probably the bank's awareness of this which gave it the idea of establishing a numismatic museum, which according to the bank was the first of its kind in the region (see Appendix 4.77). This museum displays an assortment of 40,000 items which together document the financial and numismatic history of all the civilisations which have lived in the area which is now East Jordan.

This museum, together with another significant project for publishing books on the national culture and heritage, can be seen as a different type of utility which the bank has provided to the country, i.e. sociocultural utility. This is in keeping with the bank's well-established status, its longevity, and its key importance and foundational role as part of the nation's financial history and heritage.

Socioeconomically, the most significant aspect of the bank's utility to Jordan relates closely to the mutual business model discussed above (see section 4.7.1.1) which the bank has followed since it was founded. Most importantly, this model has allowed the bank to make a unique contribution to both the socioeconomic development of the governorates and the SME and microenterprise sector, which together represent 95% of all businesses in Jordan (The Central Bank of Jordan, 2018).

#### **4.7.1.4.1 Selected quotes relating to the 'Utility' concept**

*“Our bank and management over the years have graduated generations and generations of qualified, knowledgeable and competent employees for all the other local and regional banks ... Our bank was the first to establish clear policies and procedures for banking transactions and activities in Jordan, and these were later adopted or adapted by the other banks which came into being later.”* Senior manager, Bank 3

*“There were two occasions when the bank witnessed something of a regression. And these were when the bank entered mergers with \* Bank and then with \* Bank. And this was because the bank incurred huge costs because of these mergers, and also because the incentives that the Central Bank had promised our bank and which encouraged the bank's management to go ahead with these mergers were then cancelled. Bank mergers at that time were something that the Central bank had long requested and encouraged, since the number of banks was seen to be high relative to the size of the national economy. And this was felt to be an impediment, and for a long time stood in the way of the desired rate of development for the banking industry in Jordan.”* Executive manager, Bank 3

*“Our bank was established in a period when Jordan was also being established. And it grew with the growth of Jordan. Its direction has also kept changing in line with national economic policies. The bank has contributed a lot to the financing of many national activities and projects. Projects that began small, but then grew and became medium or large projects. I think \* \* Bank's positive role in the national economy of Jordan is quite clear to the people. And because of this, people perceive it differently, differently from the way they perceive other banks.”* Executive manager, Bank 3

Appendix 4.77 show additional quotes from the interviews on the 'utility' concept, and Appendix 4.78 shows quotes from the annual reports and the website to back up the views reported above. Appendix 4.79 shows the triangulation of the axial codes which constitute the selective code label across the different data collected.

We now turn to discuss another managerially recognised CSR-related corporate heritage identity trait which emerged from the analysis of the interviews for Bank 3. This trait is 'authenticity'.

#### 4.7.1.5 Authenticity - a selective code of Bank 3

The 'authenticity' label is used for another distinctive pattern which emerged in the findings of this case. This pattern relates to the bank's corporate managers' view of how the community has received the bank's community participation efforts. The label 'authenticity' was chosen for this pattern because according to the Oxford Dictionary its core meaning is "made or done in the traditional or original way, or in a way that faithfully resembles an original." (Oxford Dictionary, 2018). Table 36 below shows the selective coding which led to the composition of this concept, and shows that according to the managers, this reception by the community of the bank's community participation efforts arises from two main factors. The first of these, interestingly, is the perceived high level of authenticity and reputability of the family which has always owned a major percentage of the bank's shares. The second is the credible nature of the bank's community participation efforts.

Table 36: The selective coding of the thematic concept 'Authenticity' - Bank 3

Axial code labels	Selective code properties	Selective code label
no scepticism about the bank's CSR-related initiatives	almost no scepticism about CSR due to perceived authenticity	Authenticity
little scepticism about the role of personal connections in sponsorships		
little scepticism about the role of PR in CSR		
owners and management as a primary factor in presenting the impression of authenticity		
reputability of the owning family as a success factor for the bank		
CSR-related publicity to encourage the CSR practice		

Concerning the first factor, this perception of the family as authentic and reputable, according to the managers, stems from the fact that they are a Jordanian family which has deep roots in the Jordanian community. They are therefore seen as Jordanian patriots who are deeply committed to the Kingdom, and consequently have a great interest in its well-being. Moreover, they have always been on the bank's board of

directors, and so this interest in the welfare of Jordan has been transmitted to the bank and therefore expressed in its policies, and conduct, particularly in its highly benevolent community participation efforts. Interestingly, because of such perceptions of this family, it is seen as one of the main foundations of a substantial aspect of the bank's heritage.

With regard to the second factor, the credible nature of the bank's community participation efforts stems, according to the managers, from two important sources. The first of these is the age of the bank, which is seen as contributing to the perceived credibility of the bank's CSR practice, and the second, more importantly, is the fact that the bank's community participation is an old-standing and continuous practice of the bank. Therefore, it is therefore difficult to attribute it to anything but a benevolent desire to further the well-being of its community. One further factor underlying this positive perception of the bank's community participation efforts is actually something which is external to the bank itself, and this is the community's great and ongoing needs for such efforts. As suggested in section 4.3.1.5 above, this has made scepticism about CSR a luxury which no one can really afford in Jordan.

However, one of the bank's managers believes that there have been some doubts in the community about the bank's community participation practice. These doubts are reportedly limited to questions about the role of personal connections in getting applications for sponsorship or partnership approved and the role of public relations in the bank's CSR-related events. According to this manager, the first issue stems from the lack of institutionalism which partly characterised the bank's charity and donation practices in the past, while the second has to do with the fact that some people do not understand the bank's positive use of CSR-related publicity. According to this manager, an element of CSR-related publicity can play a significant role in encouraging and improving CSR practices in Jordan.

#### **4.7.1.5.1 Selected quotes relating to the 'Authenticity' concept**

*"I have never experienced a situation where one of the bank's CSR events or programmes was under attack from the public. No, never. We have never been criticised for any of our community support efforts. I think our efforts in this regard have been highly credible, and this can be attributed to the bank's unique status as an*

*institution that is now more than fifty years old, and that it is mainly owned by a family that is an indigenous Jordanian family whose members are patriots and have very strong links to Jordan, and they are transparent about their bank's conduct, including its CSR conduct.” Senior manager, Bank 3*

*“We have never witnessed a situation where there was any scepticism about the bank’s motive for conducting a CSR programme, never. Because CSR is simply not a new thing for the bank. The bank has always given support to the community ... so CSR is not something new to the bank or something that the bank has recently adopted, not at all.” Senior manager, Bank 3*

*“We have been using CSR-related publicity in a uniquely positive way. We have been using it to prove that we have been practising CSR with good intentions, in an institutionalised way, and following a clear policy. We have used public relations tools to describe the pillars of our CSR orientation and also to state our CSR objectives for each of these pillars. And the result of this unique and positive use of CSR-related publicity has been that all banks now look at us as CSR leaders and try to imitate us. So, if we had not been using CSR-related publicity, I would not have been able to influence the other banks positively and persuade them to engage in CSR and to take it seriously.” Senior manager, Bank 3*

Appendix 4.80 gives further quotes on the 'authenticity' concept. Appendix 4.81 also presents quotes on the same topic from annual reports and the website. Appendix 4.82 shows the triangulation of the axial codes which constitute this selective code label across the different data collected.

In this subsection the researcher has discussed the CSR-related corporate heritage identity traits of Bank 3 which was identified in the interviews. In the next subsection, the researcher turns to discuss the non-CSR-related corporate heritage identity traits of the Bank which emerged. These are traits which relate closely to the institution's core function as a bank.

## 4.7.2 Non-CSR related corporate heritage identity traits - Bank 3

### 4.7.2.1 Perspicacity - a selective code of Bank 3

'Perspicacity' was used as a label for a pattern identified both in Bank 1 and in Bank 2, and is also felt to be highly suitable for summarising another distinctive pattern of the managerial cognition of corporate heritage identity in Bank 3. In keeping with the meaning of the term (see section 4.3.2.1 above), this label summarises a pattern of findings which relates to the management of the bank's perspicacious navigation over the years. Table 37 below shows the selective coding which led to the composition of this concept.

Table 37: The selective coding of the thematic concept 'Perspicacity' - Bank 3

Axial code labels	Selective code properties	Selective code label
a highly ambitious management	a strategically prudent bank management	Perspicacity
a conservative bank		
over sixty years of success		
an enlightened management		
wise management as a success factor for the bank		

This perspicacity, not surprisingly, is believed to be the main factor underlying the bank's continued success over more than fifty years despite the constant turbulence which has characterised the region's markets and particularly the Jordanian market. According to the managers, the bank's survival throughout these difficult years and its continued growth and expansion are indisputable evidence that it has navigated a prudent course which has resulted in sustainable development. This course, which has been clearly characterised by conservatism, is indisputably the most suitable for a private financial institution operating in the world's most turbulent region, namely the Middle East. This prudence is shown in the bank's very early realisation of the importance of community care practices and equally in seeing the importance of adaptability to change as keys to continuity. Another aspect of management's prudence



is the conservatism which has long characterised the bank's approach to business. This has always been a cornerstone of the bank's strategic planning and has also been a significant factor in its early openness to the SME and start-up market sector. According to one of the managers, this sector is seen as highly compatible with the bank's low-to-moderate risk appetite.

The analysis of the data indicates that two factors underlie the management's 'perspicacity'. The first is their unlimited ambition and unremitting passion for success, while the second is the great experience and knowledge which has always underpinned their decisions and their planning process.

#### **4.7.2.1.1 Selected quotes relating to the 'Perspicacity' concept**

*"Supporting SMEs and entrepreneurs is a must for the well-being of Jordan. And let me tell you something else - supporting SMEs and targeting them is something that is very consistent with our policy as we are, and as I told you before, we are keen to have our assets distributed to the widest possible customer base [the greatest possible number of customers], as this reduces risks and improves returns. In doing this, we should be better able to deal with cases where some customers default, as our risk of default will be very widely spread."* Executive manager, Bank 3

*"I think another aspect of the bank's heritage is its philosophy, which has consistently taken the interests of all our stakeholder groups into consideration. So the bank has not just been attuned to customers' and shareholders' interests, but also to the interests of its regulators and community members."* Executive manager, Bank 3

*"The bank has survived more than fifty years, fifty tough years ... and this long existence is something that says positive things about the bank, because it means that it has experienced lots of different incidents and so you have seen a lot and overcome them all - economic, political and social challenges - and so you are experienced and successful and you have been getting things right."* Executive manager, Bank 3

Appendix 4.74 shows additional interview quotes related to 'perspicacity', and Appendix 4.75 presents further relevant excerpts from annual reports and the website. Appendix

4.76 shows the triangulation of the axial codes which constitute this selective code label across the different data collected.

In the next subsection, the researcher discusses another managerially recognised non-CSR-related corporate heritage identity trait of Bank 3 identified in the analysis. This trait is 'serviceability'.

#### **4.7.2.2 Serviceability - a selective code of Bank 3**

This term was chosen because its precise meaning (see section 4.5.2.3) again characterises a distinctive pattern of findings identified in the grounded analysis of Bank 3, which relates to the fact that the bank has been providing uniquely excellent and successful services for two different groups of stakeholders. Table 38 below shows the selective coding which led to the composition of this concept.

Table 38: The selective coding of the thematic concept 'Serviceability' - Bank 3

Axial code labels	Selective code properties	Selective code label
cross-generational customer loyalty	continuously successful internal and external customer service	Serviceability
a bank which provides high satisfaction to its customers		
a bank with a customer-friendly atmosphere		
a customer-centric bank		
a bank with excellent staff		
the bank's staff as a success factor		
a bank with a comfortable working atmosphere		
a bank which enables its employees		
a bank with a modest management		

Five of the axial codes shown in Table 38 relate directly to the customer stakeholder group, to whom the bank has been providing excellent service. This excellent serviceability is not only attributable to the 'adaptability' trait of the bank (see below),

but is also a result of the bank's excellent customer service, which is wide-ranging and is delivered by highly qualified and committed staff. This staffs, moreover, who are supervised by modest and passionate management, contribute to the customer-friendly atmosphere in which this customer service is provided. According to the bank's managers, it is these factors which have led to cross-generational customer loyalty over the years.

Moreover, in relation to the idea of internal marketing and its positive relationship with the overall success of a company's marketing (Hogg et al., 1998; Roberts-Lombard, 2010), the bank must have also been providing excellent service to its employees. Otherwise it is unlikely that managers would emphasise high cross-generational customer loyalty as a unique feature of their bank and the role of the bank's staff as a significant factor in its success. The bank's high serviceability to its employees is based on its successful human resources management policies, which seem to underlie the comfortable working environment and the culture of empowerment which characterise the bank's treatment of its employees.

#### **4.7.2.2.1 Selected quotes relating to the 'Serviceability' concept**

*"We have been a customer-centric bank, and I think part of this customer-centricity, a significant part of it, in fact, has emerged in response to the banking culture in Jordan, which favours and appreciates the personalised approach to customer services. I mean that Jordanian banking customers like to receive personal treatment, like to be called by their names, to have close relationships with the people who provide the service to them, and to be served by people who not only know them but also have a thorough understanding of their personal or business-specific needs and situations."* Executive manager, Bank 3

*"Employees have been one of the bank's most important stakeholders groups, and they are seen as internal customers whose satisfaction is necessary to satisfy external customers. This is why the bank has invested heavily in its employees, the bank's human capital."* Senior manager, Bank 3

*"The bank has strongly encouraged its employees to seek higher degrees and advanced diplomas. This is a thing that is usually discouraged by the management of capitalist institutions, which usually refuse to let their employees study for degrees and*

*tend to punish those who insist on seeking education by stressing them with higher workloads or by refusing to reduce their workloads so they can study. The bank has never refused to let an employee seek higher education or a diploma.” Senior manager, Bank 3*

In addition to what is shown above, Appendix 4.62 present more quotes from the interviews on the 'serviceability' concept. Appendix 4.63 contains quotes from annual reports and the website. Appendix 4.64 shows the triangulation of the axial codes which constitute the selective code label across the different data collected.

The next subsection continues the discussion of non-CSR-related corporate heritage identity traits identified in the analysis, this time focusing on the 'adaptability' corporate heritage identity trait of Bank 3.

#### **4.7.2.3                      Adaptability- a selective code of Bank 3**

In line with the meaning of the term (see section 4.5.2.5), the 'adaptability' label describes a distinctive pattern of Bank 3's overall managerial cognition of the bank's corporate heritage identity. This pattern relates to the bank's ability to adapt to banking-related changes in the environment and to continuously remain up to date with developments and adapt to changes. Table 39 below shows the selective coding which led to the composition of this concept.

Table 39: The selective coding of the thematic concept 'Adaptability' - Bank 3

Axial codes labels	Selective code properties	Selective code label
a bank which pioneers Fintech	successfully adapting to new trends and changes	Adaptability
a bank which has taken the lead in the use of social media		
a bank with a passion for efficiency		
a champion of green trends for SMEs		
a continuously evolving bank		
an innovative bank		
a bank which supports going green		

A major aspect of this 'adaptability' is the bank's continuous evolution, which has been a response to changes in its environment. This constant evolution has probably helped the bank to become and, more importantly, to remain an innovative and adaptable bank. Moreover, this continuous evolution and adaptability explain the bank's pioneering position in Fintech (i.e. financial technology) and the use of social media, as well as in environmentally-friendly banking trends. Furthermore, this pioneering position has been one reason for the high level of customer loyalty which the bank has enjoyed.

As far as environmentally-friendly banking is concerned, the bank has partnered with USAID, for example, to encourage Jordanian SMEs to adopt the use of green energy. The bank also issued a unique credit card programme nationally through which retail and SME customers can purchase green products in installments at a 0% interest rate.

#### 4.7.2.3.1 Selected quotes relating to the 'Adaptability' concept

*"It is true that the bank is more than fifty years old now. But the bank's management has always sought to keep the bank up to date and has never let it fall behind the*

*times, so it will never be seen as a tired old thing. So the bank has always kept in step with changes in banking and in the wider environment.” Senior manager, Bank 3*

*“We are an innovative bank. ... \* \* Bank was the first to launch credit cards in the Jordanian market, in 1993 ... It was also among the first banks to launch a website.”. Executive manager, Bank 3*

*“Technology is a key factor, as it has become a way of achieving customer satisfaction. Therefore, we have been pioneers in this regard, and we still need to be, to be a bank that leads the way in innovation. Innovation has been one of the bank’s main pillars of strategic planning. You have to innovate to come up with solutions for customers’ needs and problems, and not only their current ones but also anything the future may bring. So you have to be a forward thinker and to keep abreast of changes and developments around the globe, and be attentive to the disruptive technologies that may emerge at any time.” Senior manager, Bank 3*

Appendix 4.59 presents additional quotes from the interviews on this concept. Appendix 4.60 also shows quotes from annual reports and the website on the same topic. Appendix 4.61 shows the triangulation of the axial codes which constitute this selective code label across the different data collected.

In this subsection we have discussed the bank’s non-CSR related corporate heritage identity traits identified in the findings for Bank 3. The next subsection is dedicated to a discussion of the 'pertinency' finding, which is a foundational element of the bank's managerial cognition of the institution's corporate heritage identity.

### **4.7.3 Pertinency- a foundational heritage cognition concept - Bank 3**

For the third time, the 'pertinency' concept is used to summarise a pattern identified in the analysis of the findings. This pattern also relates to Bank 3, and as in the cases of Bank 1 and Bank 2, it relates to managers’ cognition of the relevance and importance of their bank’s history and heritage to its present and future. However, it should be pointed out that, as in the two previous cases, the banks’ managers show only a low to moderate awareness of the difference between what constitutes their bank’s history

and what constitutes its heritage. Table 40 below shows the selective coding which led to the composition of the 'pertinency' concept.

Table 40: The selective coding of the thematic concept 'Pertinency' - Bank 3

Axial code labels	Selective code properties	Selective code label
management's recognition of the importance of heritage	heritage is seen relevant and valuable	Pertinency
the bank's heritage as a strategic marketing asset		

The first manifestation of this perceived relevance is the managers' belief in the importance of the bank's corporate heritage as something which the bank should never abandon. Rather, because of its perceived value, it is something which the bank needs to conserve and invest in continually. Moreover, according to the managers, this heritage is something which the bank and its personnel should be especially proud of as it sets the bank and its customers and staff apart from all others.

Another different and even stronger manifestation of the perceived relevance of the bank's corporate heritage is the managers' belief that it is a valuable marketing asset which is extremely beneficial for the bank's strategic planning. According to the managers, this asset is exploited in the bank's general marketing communications, and particularly in its advertisements targeted at different stakeholders, especially customers. These advertisements are usually built around the bank's unique status in the market as a successful, pioneering Jordanian banking institution. The aim of this strategy is definitely to position the bank as something unique and different from its competitors in stakeholders' minds, and particularly in the way customers perceive it.

As stated by one of the bank's managers, this use of the bank's heritage in the area of marketing communications has helped to create a very loyal customer base. Part of this success could be attributed to the fact that the bank's heritage is well-known locally. The bank's corporate heritage-related communications have thus tapped into and reinforced already established perceptions and common knowledge among Jordanians which relate to its unique status in the Jordanian market as an especially pioneering and successful national Jordanian banking institution.

#### **4.7.3.1 Selected quotes relating to the 'Pertinency' concept**

*“In every meeting we have with the CEO or with the Vice CEO, they always allude to the bank’s heritage by mentioning some aspect of that heritage such as the fact that we were the first to lay down policies and procedures for financial activities in Jordan. And they go beyond that to link that heritage with the bank’s current situation in the market by stressing the importance of safeguarding and developing our unique heritage in the Jordanian market, which is something that needs hard work and diligence on our part to adapt to changes in the market by developing the bank accordingly, and thus to ensure that this success, history and heritage continue and extend into the future.”* Senior manager, Bank 3

*“The fact that we were the first national Jordanian bank to be established in East Jordan and the fact that we have a long history with many of our current customers are two important aspects of our heritage. Certainly, these two aspects of our heritage have always been used to position ourselves in the Jordanian market and in the minds of our customers and stakeholders.”* Senior manager, Bank 3

*“Two years ago we launched a marketing campaign that was centred on one single main message, and that message was “\* \* \*”. That slogan was in fact a celebration of \*\* years of operation and thus of our \*\*th anniversary. And simultaneously, it was a reminder to the Jordanian people that although there are now around 25 banks operating in Jordan, we are still here, with all our heritage and with what our bank represents, and that we have been working with you for more than fifty years now, and we will continue our mission of serving you.”* Senior manager, Bank 3

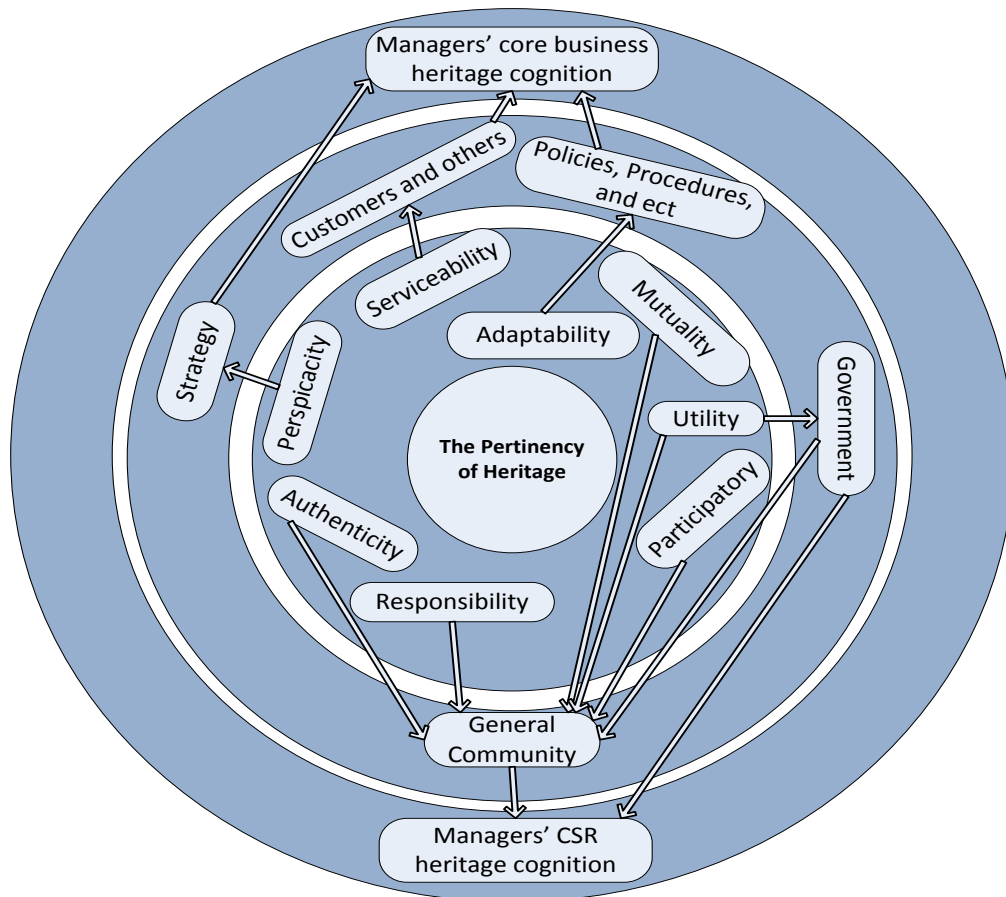
In addition to the quotes from the interviews shown above, Appendix 4.83 shows more quotes on the 'pertinency' concept. As well as these, Appendix 4.84 has some quotes from the bank’s annual reports and website which convey the same message. Appendix 4.85 shows the triangulation of the axial codes which constitute the selective code label across the different data collected.

#### **4.7.4 A visualisation of the key findings for Bank 3**



Figure 8 is based on the findings discussed above, and is a visualisation of the managerial cognition of Bank 3's overall corporate heritage identity. It is important to note that the figure shows the centrality of the 'pertinency' concept in this cognition.

Figure 8: A visualisation of the key findings for Bank 3



The total managerial cognition of the bank's corporate heritage identity- Bank 3

This subsection marks the end of the discussion of the within-case analysis. The next part of this chapter is devoted entirely to a discussion of the analysis and findings of the cross-case comparison. This part begins below with an overview of the process of the cross-case comparison and its findings.

## **4.8 Cross-case comparison - an overview**

To summarise, the within case analysis in sections 4.3, 4.5 and 4.7 above led to the identification of 28 key grounded-theory concepts, many of which are largely identical across the three cases (nine concepts for Bank 1, ten for Bank 2, and nine for Bank 3, giving a total of 12 different concepts in all). Importantly, these concepts together depict and explicate the managerial cognition of the banks' overall corporate heritage identity, which clearly includes the banks' CSR as a collective and distinctive corporate heritage identity trait.

In this section, the researcher cross-compares these concepts to develop an analytically generalisable theory for the CSR corporate heritage identity trait. Following Yin's (2003), Stake's (2006) and Remenyi's (2012) recommendations on the usefulness of tables for the development and display of cross-case comparisons, Table 41 below details and defines the findings, and cross-compares and synthesises them across the cases.

An initial examination of the table as a whole should show that the findings of the analysis are grouped into three complementary groups on the basis of similarities between them. These groups are: CSR heritage identity traits, non-CSR/core business corporate heritage identity traits, and a foundational heritage cognition concept. What is more, with the exception of 'institutionalism', all the traits are found to be present in at least two of the three cases, and seven are found in all of the three cases.

However, despite this considerable conformity at a holistic level, the traits differ somewhat at the single-case level in terms of the micro-contextual and/or micro-institutional (i.e. secondary traits) they exhibit. In addition to what is shown in the table, the cross-case comparison is further discussed in subsections which follow it. Each of the concepts (i.e. traits) is addressed separately in a narrative which explores in

depth the similarities and differences between the concepts and seeks to provide an analysis and explanation of them. These narratives are then followed by visualisations of the synthesised findings of the cross-case comparisons. This discussion begins below with a cross-case comparison of the 'pertinency' concept, which appears to be the foundational aspect of the managerial cognition of the institutions' corporate heritage identities.

Concept identified		Properties of the concept	Comparison of Cases			
			Bank 1	Bank 2	Bank 3	Similarities/differences
CSR heritage identity traits	Mutuality	mutual bank/community developmental business model	Found	Not found	Found	Bank 1: development for low - middle-income people Bank 3: development for SMEs and microenterprises
	Participative-ness	development of the community/non-business related practice	Found	Found	Found	all three banks have broad and continuous practices; practices differ in level of institutionalism and complexity
	Responsibility	the sense of responsibility which drives CSR practices.	Found	Found	Found	sense of responsibility towards Jordan/its community, stemming from need for compliance (Bank 2), nationalism, local significance (Bank 1), belonging and longstanding (Bank 3)
	Utility	special institutional utilities provided to the socio-spatial context	Found	Found	Found	banks have provided political-economic, sociopolitical, and sociocultural utilities (Banks 1, 2 and 3) to Jordan
	Acceptability/Authenticity	managers' view of the positive reception of CSR efforts by the community	Found	Found	Found	Bank 1 and Bank 2: CSR greeted with acceptance mainly due to great needs of community; Bank 3: CSR seen as authentic due to perceived authenticity of bank's owners and bank's own long history (including its CSR)
A foundational corporate heritage cognition concept	Pertinency	the view that heritage is relevant and important to the banks	Found	Found	Found	Bank 1 and Bank 3 are heritage banks - heritage is seen as relevant/very relevant and important/very important; Bank 2 is a bank with heritage - heritage is seen as somewhat important
Non-CSR (core business) corporate heritage identity traits	Perspicacity	strategically far-sighted business thinking and conduct	Found	Found	Found	prudent strategic thinking anchored to conservatism principle (Bank 1 and Bank 3) or to professionalism and selectivity (Bank 2)
	Pioneership	a pioneering position in specific service/sectors	Found	Not found	Not found	Bank 1 has had pioneering and leading role in retail banking
	Populism	the extensive focus on serving the commonalty	Found	Found	Not found	Bank 1 has had extensive focus on the commonalty; Bank 2 has had continued but less focus on the same group
	Serviceability	unique service for specific groups of stakeholders	Not found	Found	Found	unique service for customers, employees and shareholders (Bank 2 and Bank 3).
	Institutionalism	the culture of mature systematic functioning	Not found	Found	Not found	strict adherence to standards-based operations (Bank 2)
	Adaptability	constant evolution in the light of the banking-related developments and changes	Found (Pioneership)	Found	Found	continuous pioneering adaptation to developments in banking technology (Bank 1 and Bank 2) and new market trends and orientations (Bank 3)

Table 41: Brief cross-case comparison of the analysis of the within-case findings

#### **4.8.1 Pertinency - a foundational heritage cognitional concept**

As shown in Table 41 above, the 'pertinency' concept refers to the managerial view of the importance of the banks' corporate heritage and its relevance to their institutions' present and future. Interestingly, although all the managers perceived their institutions' history and heritage to be relevant and important elements of their institutions' identity and valuable inputs to strategic planning, they differed in the extent of this importance and relevance.

In particular, the management of Bank 3 allocated greater importance and relevance to their bank's corporate heritage than the managers of Bank 1 and Bank 2 respectively. This discrepancy can be attributed to the fact that Bank 3 is the oldest of the three, and was the first national bank to be established in Jordan, which gives it a status which adds in a distinctive way to its corporate heritage. This has probably given the bank's management a greater awareness of the importance of their bank's corporate heritage and its relevance to its identity, strategic planning and corporate communications.

Yet in spite of this overall consensus on the importance of corporate heritage, all the banks' managers showed only a low to moderate level of recognition of the difference between what constitutes their banks' history and what constitutes their corporate heritage. It is highly likely that this lack of awareness can be attributed to the stage of development which these institutions have attained, i.e. as emerging rather than mature corporate heritage institutions, which barely meet Balmer's (2013) tri-generational criterion, but which was one reason why they were included in the research sample. They are therefore completely appropriate for an exploration of the nature of the corporate heritage phenomenon at a nascent stage of development. It is only to be expected that this nascency should be accompanied by a similarly nascent level of awareness of these institutions' corporate heritage on the part of their managers.

Furthermore, the 'pertinency' element of the managers' corporate heritage cognition, in addition to being prevalent across the cases, also appeared to be a foundational

element of their perception of the importance and relevance of their institutions' corporate heritage. This means that all the other aspects (such as 'mutuality', 'participativeness', 'perspicacity', etc.) of their cognition of their institutions' corporate heritage identity (i.e. the corporate heritage identity traits) are actually based on and stem from their belief in the pertinency of this corporate heritage identity.

Having in this subsection discussed the 'pertinency' finding, the researcher now moves on to discuss and cross-compare the CSR-related corporate heritage identity traits findings summarised in Table 41.

#### **4.8.2 Cross-comparison of the banks' CSR-related corporate heritage identity traits**

As shown in Table 41, the analyses have identified five CSR-related concepts which represent five different CSR heritage identity traits. Each of these traits, moreover, represents a facet of the banks' CSR conduct and thinking, and has long been a hallmark of their CSR practices (which were variously referred to as community participation, community services and community development in the interviews) according to the banks' corporate-level managers. This indicates that CSR in these banks is actually a collective trait (i.e. a combination of CSR-related traits) rather than an individual identity trait of CSR heritage.

Importantly, this discussion of the banks' collective CSR heritage identity trait clearly shows that CSR has been a practical manifestation of the corporate philosophy within these banks, a practice which has been guided by their corporate CSR philosophy. This philosophy, moreover, has guided the banks' relationships and roles in the context of their socio-spatial surrounding. This has coexisted side by side with the capitalist philosophy which has guided the way they manage their core business, and thus helped to establish a balance between the banks' superficially contradictory roles as both profit-seeking and socially/nationally responsible institutions. Furthermore, as the discussion above shows, this collective CSR heritage identity trait has significantly encompassed (i.e. imbued by) multiple and augmented non-institutional identities (see Balmer, 2013, p. 312) which closely relate to the banks' socio-spatial surrounding.

Examples of these identities are the nascent national, national-economic and territorial identities of Jordan.

The cross-case comparison of this combination of CSR heritage identity begins below with a further discussion of the 'mutuality' CSR heritage identity trait.

#### **4.8.2.1 Mutuality**

As shown in Table 41 above, the 'mutuality' trait relates to the banks' (i.e. Banks 1 and 3) adoption of unique business models which have been developmental for both the bank and the community. The uniqueness of this business model, moreover, stems from its focus on niche target markets in which the two banks were able simultaneously to generate profits and achieve growth, and also significantly boost the socioeconomic development of the Jordanian community and the growth of the national economy (see sections 4.3.1.1 and 4.7.1.1).

While the within-case analyses of Banks 1 and 3 revealed a distinctive and intensive pattern of findings relating to their mutual developmental business models, the within-case analysis of Bank 2 indicated no such pattern. The lack of such a pattern in the findings of the second case (i.e. Bank 2) would seem to be a result of two factors. The first of these is the largely universal nature of the bank, which has long targeted all the main sectors of the market, namely retail, corporate, and SMEs and microenterprises. This strategy may have prevented the development of a clear business model which focuses on serving a specific market sector or target market. Arguably, the development of a business model which is uniquely developmental for the community and the national economy in addition to helping the bank itself to develop requires a considerable focus on a specific target market towards which a company can direct its resources and achieve synergies. This synergistic use of resources also seems to be a necessary condition for the creation of added value which is exceptional, desirable and - more importantly - developmental for all the parties involved.

The second reason for the lack of a pattern of findings relating to 'mutuality' in the case of Bank 2 may simply be the bank's limited managerial perception of CSR, and in particular, management's failure to understand that the contribution a company makes to the community and the national economy through its core business performance can

go far beyond the generation of profits and the payment of taxes to include more direct yet business-embedded contributions to the development and well-being of the community.

Although the business models of these two banks (Banks 1 and 3) are similar in their mutuality by offering developmental benefits to both the banks and the community, they are nevertheless different. The most important aspect of this difference, as Table 41 above shows, relates to the different target markets or target sectors which these business models have been designed around, and the fact that through serving them these banks have had a positive and direct developmental impact on the community.

In the case of Bank 1, the business model was primarily designed for a significantly under-served sector of the retail market, namely low- and middle-income people. This target market, which includes the largest percentage of individuals in the retail sector with what is certainly the greatest aggregate purchasing power in Jordan, has long been largely neglected and excluded from the banking system. Therefore, their retail transactions were mainly limited to products which fulfil basic needs and which are traditionally low-priced and thus do not require long- or medium-term financing. This is without doubt an unhealthy market situation which has long hindered the socioeconomic development of Jordan, and therefore needed to be changed. Interestingly, Bank 1 was the first to see this, and therefore adopted a business model which has contributed a lot to financial inclusion and overcoming financial illiteracy, while at the same time being in line with the government's plans for supporting low- and middle-income people.

On the other hand, the 'mutuality' of Bank 3's business model, although in some aspects it also relates to the low- and middle-income group, is more clearly apparent in the bank's primary focus on the Jordanian SME and microenterprise sector. This is a market segment which was also under-served and excluded from the banking system until 1998, which marked the beginning of Bank 3's interest in this sector. This interest, according to the managers, was unique in Jordan as the bank adopted a developmental perspective and focused intensively on the sector. The bank's interest and unique and responsible approach arose from the fact that in addition to it being a lucrative niche market, the bank was convinced that it should be cultivated and



developed because it is the major contributor to the national economy (Ghazal, 2015). Noteworthy aspects of the bank's mutual business model are the non-financial services which it has provided for this sector and the outstanding support it offers for women entrepreneurs and the governorates' SMEs and microenterprises.

Having fully cross-compared the 'mutuality' trait, the researcher now turns to cross-compare another corporate CSR heritage identity trait identified in the research, namely, the 'participativeness' trait.

#### **4.8.2.2 Participativeness**

As shown in Table 41 above, the 'participativeness' trait relates to another aspect of the banks' overall developmental role in their community. In contrast to the 'mutuality' trait (discussed in relation to Bank 1 and Bank 2), the 'participativeness' trait is not business-related and is aimed solely at supporting the community and enhancing its welfare and accelerating its development. Moreover, the three banks' participatory efforts are similar in that they have constantly been responsive to the community's varying needs and challenges. These initiatives have covered all the domains of community support, including education, poverty, health, and arts and culture. However, much as there were similarities across the banks in terms of their consistency and broad focus, as well as the non-business nature of the practice, it was also found that there were differences in the extent to which these efforts were institutionalised and in their level of complexity.

In particular, the extent of institutionalisation of a practice here refers to the extent to which the 'participativeness' trait is systematised and deeply rooted in the organisational culture and structure of the institution. The level of complexity has to do with whether the practice does not go beyond conventional and very basic donation-based community participation efforts, or takes a more sophisticated and proactive form. Table 41 indicates that Bank 3's community participation practice is probably the most institutionalised and complex of the three institutions. This observation is based on the bank's early and continued attempts to transcend the donation-based form of the practice. Examples of these early attempts are the bank's Numismatic Museum, which was established in the late nineties, and the bank's project to publish books on national culture and heritage subjects, which began in 1994. It is reported that both of these

projects had the aim of contributing to the sociocultural development of the Jordanian community.

The high level of institutionalism of the community participation practice in this bank can also be seen in the establishment of a designated department responsible for supervising all the bank's CSR-related efforts. Some of the tasks assigned to this department were critically important for the process of systematising and embedding the practice in the bank. Examples of these are the publication of annual CSR reports since 2012, laying down specific criteria for evaluating sponsorship requests with the aim of selecting those likely to have the greatest impact on the community, and devising bottom-up, employee-driven community participation programmes.

Turning to Bank 2, the analysis of the 'participativeness' trait showed that this institution had the lowest levels of both institutionalism and complexity in relation to CSR practices. This is borne out by the fact that the responsibility for supervising the bank's community participation initiatives lies with a department which also oversees several other areas such as public relations and market research. What is more, this department has no specific strategy for CSR, and all its community participation efforts are in fact donation-based, and there is very limited involvement on the part of the bank's employees.

While Banks 2 and 3 can be seen as representing two ends of a continuum, Bank 1 is somewhere between them in terms of the level of both institutionalism and of complexity. With regard to institutionalism, the bank has been fulfilling its social responsibilities, and particularly engaging in community participation efforts, according to a specific and institutionally set strategy, but this has not yet been approved by the Board of Directors. Yet despite the fact that responsibility for supervising the bank's CSR efforts currently rests with the marketing department, the bank's management views the idea of establishing a specialised CSR department as a second important step on the way towards the full institutionalisation of the practice, this step seemed to be one which management was about to take in the very near future.

In terms of complexity, most of the bank's community participation efforts have been donation-based. However, there have been two interesting exceptions to this. Firstly,

the bank established a gallery in 2008 to support culture and the arts in Jordan, and secondly there are annual national painting contests which have been run by the bank alone, and with direct involvement from its corporate-level management.

Having fully cross-compared the 'participativeness' CSR heritage identity trait, the researcher turns below to the 'responsibility' CSR heritage identity trait of the banks.

#### **4.8.2.3 Responsibility**

As Table 41 shows, the 'responsibility' trait denotes the banks' sense of responsibility which underlies their various CSR practices and initiatives (including those which are related to their core business). While this trait was found to be present in all three banking institutions, there are some differences with regard to the sentiments or beliefs which have been nurturing this sense of responsibility in each bank. To put it differently, these sentiments are in fact cognitive bases for the banks' overall managerial sense of responsibility towards Jordan and its community.

In the case of Bank 3, responsibility is fed by five more or less different characteristics, sentiments or beliefs, and these are: the sense of the need to comply to legal and ethical expectations, the sense of nationalism, a sense of appreciation of one's own significance within the socio-spatial surrounding, the sense of belonging, and the sense of own's longstanding in the socio-spatial surrounding. Interestingly, two of these, namely, the sense of own's longstanding and the sense of belonging in/to the socio-spatial surrounding were found to be unique to this case. This can perhaps be explained by the fact that this bank is the oldest of those in the study sample, and is owned by a Jordanian family which has deep tribal roots in the Jordanian community. Although the age difference between the three banks is only a few years, it is seen as very important by the bank's managers, and they believe it gives the bank a unique status in Jordan.

In the case of Bank 2, on the other hand, and perhaps not surprisingly, the sense of responsibility stems solely from the feeling that one should be law-abiding, i.e. the bank's desire to comply fully with the laws of its environment and with the ethical standards and expectations of its community. This finding can be explained with reference to the bank's limited managerial appreciation of the importance and

relevance of its corporate heritage, and particularly its national importance and its established status in the Jordanian community.

This cross-comparison of the banks' collective CSR heritage identity trait continues in the next subsection, which discusses the banks' 'utility' CSR heritage identity trait.

#### **4.8.2.4 Utility**

As shown in Table 41 above, the 'utility' trait relates to the special utilities which these banking institutions have been providing to their socio-spatial context, namely, Jordan. All three of the banks provide political-economic, sociopolitical, and sociocultural utilities to Jordan. These utilities derive from the banks' positions and roles as pioneering and leading Jordanian banking institutions which have been especially supportive to the national economy and have always felt that the Jordanian national identity is part of their very being (see sections 4.3.1.4, 4.5.1.3 and 4.7.1.4).

Two of the banks, namely Banks 1 and 3, can be seen as providing dual-faceted sociocultural utility to Jordan. The first facet of this utility is represented by the banks' great importance to national financial history and heritage as leading national banks which additionally are foundational members of the Jordanian banking sector. The second facet of the utility they provide can be seen in some of their CSR initiatives which have been of a sociocultural nature. Bank 2 is partly similar in that the sociocultural utility it provides was found to be limited to the banks' significant importance and role in national financial history and heritage as a leading national bank which is also a foundational member of the Jordanian banking sector.

Having in this subsection discussed the 'utility' trait of the three banks' CSR heritage identity, the researcher now moves on to cross-compare the final CSR-related corporate heritage identity trait identified in the research, namely the 'acceptability/authenticity' trait.

#### **4.8.2.5 Acceptability/Authenticity**

This is the final trait of the banks' CSR heritage identity. As shown in Table 41 above, it relates to the managers' view of how the community has received their CSR efforts.

Interestingly, the analyses show that the community's response to these efforts ranges from basic acceptance (in the case of Banks 1 and 2) to a perception of authenticity (in the case of Bank 3).

This basic acceptance on the part of Banks 1 and 2, as the analyses indicate, stems mainly from a factor which is external to the banks and their CSR efforts, and this is the community's great and continuing need for support and for the involvement of profit-seeking private sector institutions. In contrast to this, however, the perceived authenticity of Bank 3's CSR activities was shown to result also from internal, bank-related factors, which are also essential elements of the managers' cognition of their bank's corporate heritage. These are the perceived authenticity of the family which has always owned and managed the bank, and the perceived long history both of the bank itself and of its community participation initiatives, i.e. its CSR.

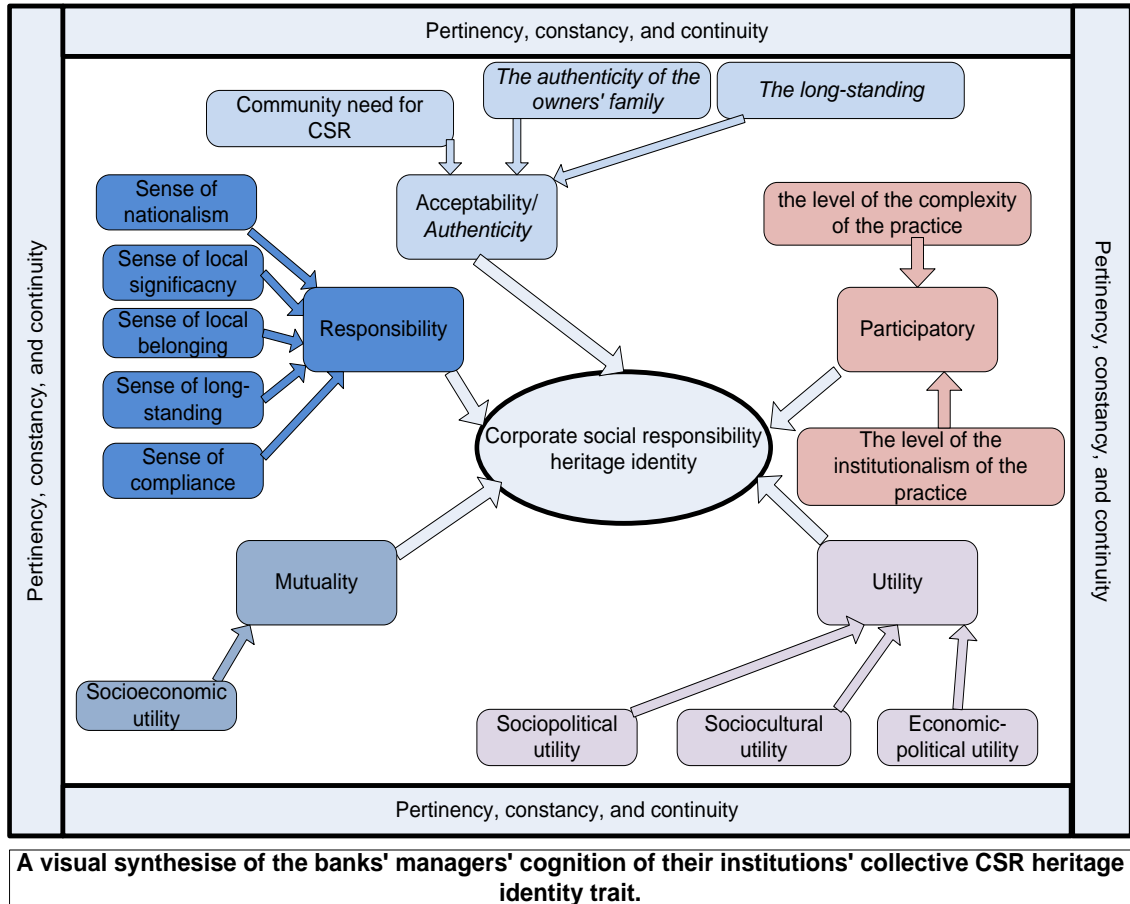
Importantly, this discrepancy between the views of the managers of Banks 1 and 2 on how their banks' CSR activities have been received by the community on the one hand, and the views of the managers' of Bank 3 on the other, has its roots in their differing perceptions of the importance and relevance of corporate heritage in their banking institutions. It is clear that the level of managers' appreciation of their institution's corporate heritage is proportional to the extent to which the institution uses its corporate heritage for strategic planning and corporate communications (including CSR communications). The fact that Bank 3 is a relatively highly heritage-based bank, differently, from Bank 2 which is considerably a non-heritage-based bank, and Bank 1 which is a moderately heritage-based bank (refer to Urde et al, 2007) explains the banks' managers' contrasting views on the way the community has responded to their banks' CSR.

In this section, the researcher has cross-compared in depth the CSR-related corporate heritage identity traits of the banks as identified in the research, which together make up a collective CSR heritage identity trait which is found to be more or less identical in the three banks. Drawing on this examination, the researcher now synthesises in visual form the banks' managerial cognition of the institutions' collective CSR heritage identity trait.

#### **4.8.2.6            A visualisation of the synthesised collective CSR heritage identity trait**

The five concepts which are cross-compared in the subsections above are managers' shared cognitions of traits of the three banks' CSR-related efforts. These traits are, as shown in the analyses, enduring characteristics of the banks' CSR practice and thinking. To put it differently, these traits of the banks' CSR have been constant and distinctive characteristics of the banks' CSR efforts for a long time now, or specifically for a period ranging from 20 to 62 years. Each of these traits is thus in fact a corporate social responsibility (CSR) heritage identity trait which is informed by secondary traits at the micro-contextual and/or micro-institutional level, and which together make up the banks' collective CSR heritage identity trait. Importantly, moreover, a large proportion of the value of these traits lies in a shared managerial belief in the importance and relevance of the banks' history and heritage, of which CSR is a significant and essential aspect. Below the researcher presents a visualisation of the findings discussed and inductively developed above.

Figure 9: A visualisation of the managers' cognition of their institutions' collective Corporate Social Responsibility (CSR) heritage identity trait



Having in this section cross-compared and synthesised the findings relating to the banks' collective CSR heritage identity traits, the researcher moves on to cross-compare the findings which are relevant to the banks' business-related (i.e. non-CSR) corporate business heritage identity traits shown in Table 41 above.

#### 4.8.3 Cross-comparing the banks' business-related corporate heritage identity traits

In addition to the CSR heritage identity traits discussed above, as shown in Table 41, the within-case analyses also identified non-CSR core business-related corporate heritage identity traits. Each of these traits represents a facet of the banks' core

business thinking and conduct, and constitutes something which has long characterised the banks' core business practice in the view of the banks' corporate-level managers. This section therefore cross-compares these core business-related corporate heritage identity traits. This cross-comparison begins below by focusing on the 'perspicacity' trait.

#### **4.8.3.1 Perspicacity**

As shown in Table 41 above, the 'perspicacity' trait relates to the banks' strategically far-sighted and prudent business-related managerial thinking and conduct. This trait, which has long contributed to the banks' continuing survival and success, was found to be a prevalent element of the managers' cognition of their institutions' corporate heritage. Despite this, however, it was found that there were some differences with regard to how each of these three banks' managements have been strategically perspicacious.

These differences can be divided into two groups which differ in the extent to which the differences are pronounced. The first of these groups, which are pronounced differences, is between Banks 1 and 3 on the one hand, and Bank 2 on the other hand. The second group of differences, which are less pronounced, is between Bank 1 and Bank 3.

Beginning with the first group, or the more pronounced differences, the perspicacity exhibited by the management of both Bank 1 and Bank 3 has been strongly based on the conservatism principle. In the case of Bank 2, however, the management's perspicacity has been strongly based on two different principles, namely professionalism and selectivity. Focusing on Banks 1 and 3, it is interesting that the conservatism principle relates to the risk-avoidance orientation which has been a continuous influence on the strategies of the two banks and which has led their management to focus mainly on less risky target market niches (such as low- and middle-income individuals for Bank 1 and SMEs and microenterprises for Bank 3, which were emerging and largely under-served markets when the banks started targeting them). In particular, this conservatism has helped the banks to maintain positive growth rates over the years, so that although growth has been slow, the adverse consequences of highly fluctuating growth rates have been avoided.



In contrast to this conservatism, the professionalism principle which has informed the approach of Bank 2 relates to management's tendency to rely heavily on market research as a basis for strategic planning as well as for lending and investment decisions. This has moreover been a significant factor underlying the high level of security which according to the managers the bank has enjoyed in the market. The selectivity principle followed by Bank 2, on the other hand, relates to the bank's long-standing policy of selecting or targeting all moderately or highly profitable customers across all different market sectors (i.e. the corporate, SME and retail sectors), rather than focusing in particular on one market sector. The effect of this can be seen very clearly for example in the bank's generally increasing profitability during the period 2006 - 2017, and in its results during the period 2014 and 2017, when the bank was ranked first in Jordan in terms of return on assets and third in terms of after-tax profits (Association of Banks in Jordan, 2016; 2018).

Moving to the second and less pronounced group of differences, which relate to the conservatism principle followed by Banks 1 and 3, the two banks differ in the extent to which they have been conservative. This is significant because the two banks' different levels of conservatism have guided their managements in different strategic directions with the result that they have focused on different niche markets (i.e. low- and middle-income individuals in the case of Bank 1, and SMEs and microenterprises in the case of Bank 3), clearly demonstrating the perspicacity of their management (see sections 4.3.2.1 and 4.7.1.2). These different strategic directions and market niches entail different levels of default risk which are accordingly responsive to different levels of risk appetite and risk tolerance on the part of these banks' managements. Thus it is notable that the higher risk appetite and risk tolerance of Bank 3 led its management to target the SME and microenterprise niche market, which entails a moderate level of risk of default. The level of risk involved in this market was apparently too high for the risk appetite and tolerance level of Bank 1's management, and so being perspicacious in this case meant targeting a less risky niche market, namely low- and middle-income individuals.

The researcher now turns to cross-compare another corporate business heritage identity trait finding, namely 'populism'.

#### **4.8.3.2 Populism**

The 'populism' trait, as shown in Table 41 above, relates to the focus on serving the commonalty of Jordan. This focus has historically characterised significant aspects of the banks' business thinking and practices (see sections 4.3.2.3 and 4.5.2.2). Although it is a trait of both Bank 1 and Bank 2, it seems to be more prominent in the case of Bank 1 than Bank 2.

This prominence in the case of Bank 1 can be explained by a group of related and interesting facts. The first of these is that it is predominantly a retail bank which has generally targeted all the low- and middle income customer groups in Jordan, whereas Bank 2 is largely universal in terms of the customers it focuses on. The second is the bank's long-standing and consistent focus on the niche markets of public sector employees and public university staff and students, to whom the bank provides products and services customised to suit their different needs and requirements. Although some of the latter groups have also been target markets for Bank 2, parts of the low-income market have received little attention from the bank in recent years, partly as a result of changes in the environment (see section 4.5.2.1) and the selectivity principle adopted by the bank's management (see also section 4.5.2.2). In fact, low-income individuals (i.e. those who earn less than £258 a month) are no longer included in the bank's targets.

The absence of a standalone 'populism' selective code in the cognition of the corporate managers of Bank 3 can be similarly explained by a set of facts about this bank. The first of these is the universal focus which has somewhat been a feature of the bank's business orientation, while the second, more importantly, is the bank's interest in the SME and microenterprise market sector which dates back to the time when Bank 1 was beginning to focus on the retail market. These two facts are probably what underlies Bank 3's lack of any significant interest in or orientation towards the commonalty customer group.

Having fully cross-compared the 'populism' finding, the researcher now discusses a further corporate business heritage identity trait, namely 'serviceability'.

#### **4.8.3.3 Serviceability**

The 'serviceability' trait, in contrast to the previous two traits discussed, relates to the consistent provision by Banks 2 and 3 of unique services for specific groups of stakeholders, namely customers, employees and shareholders. The researcher below compares this corporate heritage trait across the two banks and then discusses and explains the absence of such a trait in the case of Bank 1.

With regard to Bank 2 and Bank 3, the managers believe that their banks have been uniquely serviceable for three groups of stakeholders, namely customers, employees and shareholders (see sections 4.5.2.3 and 4.5.5.2). However, it is notable that the views of the managers of Bank 3 in relation to their bank's serviceability for its shareholder group seems to be implicit rather than explicit, and emerges only in what they say about the bank's unique serviceability for its customers, and this is different from what was said by the managers of Bank 2. This unique serviceability for the bank's customers definitely reflects the bank's profitability and consequently the benefits which accrue to shareholders. This minor discrepancy can probably be attributed to the slightly lower profits which the bank has been making in recent years. This lower profitability, moreover, is a result of two important factors. The first is a recent decline in growth rates as a result of the temporary loss of some of the bank's assets in a national-level fraud case. This fraud was committed by a small group of elite businessmen who were able to exploit their reputability and political importance to borrow tens of millions of JDs from the bank by using counterfeit documents. The decline in the growth rate may in turn be attributed to the losses incurred by the bank's corporate portfolio as a direct consequence of the global financial crisis of 2007 - 2008. The second factor is the greater attention which the bank paid to CSR (see section 4.8.2.2), resulting in higher CSR expenses which consistently reduced shareholders' proportion of net profits.

Turning to the case of Bank 1, the findings for the serviceability trait were not sufficiently significant to merit a meaningfully distinctive standalone selective code. Nevertheless, the few sub-patterns identified in relation to the bank's serviceability were found to be much more meaningful in other selective codes, namely mutuality, responsibility and pioneership. With regard to the customer stakeholder group, this lack of significance can probably be attributed to the relatively low quality of customer

service, which is arguably a natural consequence of being a predominantly retail bank which focuses on serving a huge base of low- and middle-income customer groups. This is in fact a situation in which profit per customer is quite low, and thus does not justify the provision of high quality and hence expensive customer service. High quality customer service might also be unwarranted because of the relative simplicity of these customer groups' needs and their primary interest in core features of the product (such as interest rates, fees, the size of the loan they can get) rather than in aspects of the augmented product (such as decent customer relationship management).

Moreover, turning now to the shareholder group, the lack of significance may be explained by the managers' belief that their bank was making lower profits than other banks, resulting in a reduction in serviceability (i.e. profitability) for its shareholders. Therefore, the managers may have felt that since the bank's serviceability for its shareholders was more or less normal in comparison to the other banks, it did not really deserve to be mentioned in the interviews. However, it should be mentioned here that this lower profitability was not a result of any deficiency on the part of the bank, but rather was a natural consequence of the bank's unique focus and its business model (see section 4.3.1.1), which definitely generates lower profits than its counterparts, which are more universal in terms of their focus and the business model they use.

The lack of significance of the bank's serviceability in relation to its employee stakeholders can be explained by a corollary of the argument that internal marketing has a positive effect on a company's marketing orientation (Hogg, Carter, and Dunne, 1998; Roberts-Lombard, 2010)). That is, the limited attention which the bank's management paid to the quality of its internal marketing (i.e. human resource management) was a result of the equally limited attention it paid to the quality of customer service.

Finally, in the next section the researcher cross-compares the last of the banks' corporate business heritage identity traits, which is 'adaptability'.

#### **4.8.3.4                      Adaptability**

Moving on to the last aspect (i.e. trait) of the managers' cognition of their banks' core business-related corporate heritage identity, as shown in Table 41 above, the

'adaptability' trait relates to the three banks' consistent pioneering adaptation to new banking-related developments. Importantly, this trait was found to exhibit a distinctive pattern in the findings for Banks 2 and 3, and therefore was assigned a standalone selective code in these cases. In the case of Bank 1, however, although significant, the 'adaptability' trait appeared as an essential aspect of another more significant and especially meaningful trait of the bank, namely the bank's 'pioneership' trait. In this case 'pioneership' relates to the managers' cognition of their institution's unique pioneering and leading position in Jordan's retail banking sector (see section 4.3.2.2). An important element of this, which was especially helpful in identifying this trait in the first place, is the bank's consistent and distinct ability to accommodate changes and developments in banking technology and to continue to use them successfully. Two interesting examples of this are the fact that the bank was the first to open up to mass retailing and also the first in the world to adopt iris recognition technology and adapt it for use as a security measure. More importantly, this was in fact because the bank understood early on that developments in information technology would have an impact on both the security and the convenience of banking transactions.

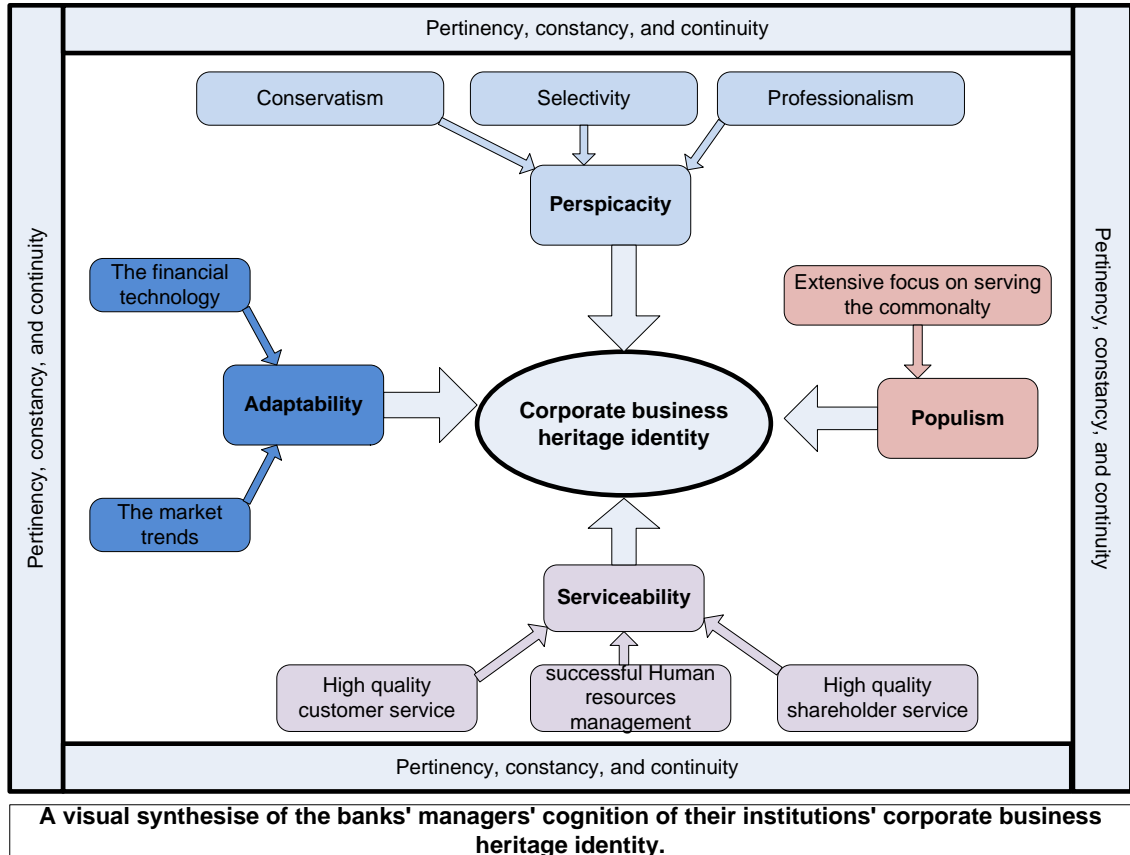
What is more, the 'adaptability' trait in the case of Bank 3, in contrast to Banks 1 and 2, has not just related to changes and developments in banking and financial technology, for the bank has also been attuned to more general market-related changes and developments, such as the appearance of new trends in the market. An example of this is the use of social media for corporate communications, which is something which the bank has exploited in an exemplary way. Another example is the 'green' trend, which represented a great opportunity for the bank to carve out a market niche for itself (see section 4.7.2.3).

In this section, the research has undertaken an in-depth cross-comparison of the core business (i.e. non-CSR) corporate heritage identity traits of the banks which were identified in the research. Together, these traits make up a corporate business heritage identity which is largely similar for each of the three banks. The next section draws on this analysis to present in visual form a synthesis of the banks' managerial cognition of their institutions' corporate business heritage identity.

#### **4.8.3.5 A visualisation of the synthesised corporate business heritage identity**

In many ways like the banks' collective CSR heritage identity traits discussed in section 4.8.2, the four concepts which have been cross-compared here ('perspicacity', 'populism', 'serviceability' and 'adaptability') are more or less shared corporate heritage identity traits of the banks' business as perceived by their managers. As the analyses have shown, these traits are enduring characteristics of the banks' business conduct and thinking. Another way of putting this is to say that these traits have been constant and distinctive characteristics of the banks' business approach for a long time now, between 50 and 62 years. Each of these traits is therefore a corporate business heritage identity trait which is informed by micro-contextual and/or micro-institutional level trait(s), and together they make up the banks' corporate business heritage identity. Importantly, moreover, a significant aspect of the value of these traits is the shared managerial belief in the pertinency of the banks' corporate heritage. Figure 10 below presents a visualisation of this synthesised corporate business heritage identity of the three banks.

Figure 10: A visualisation of the managers' cognition of their institutions' corporate business heritage identity



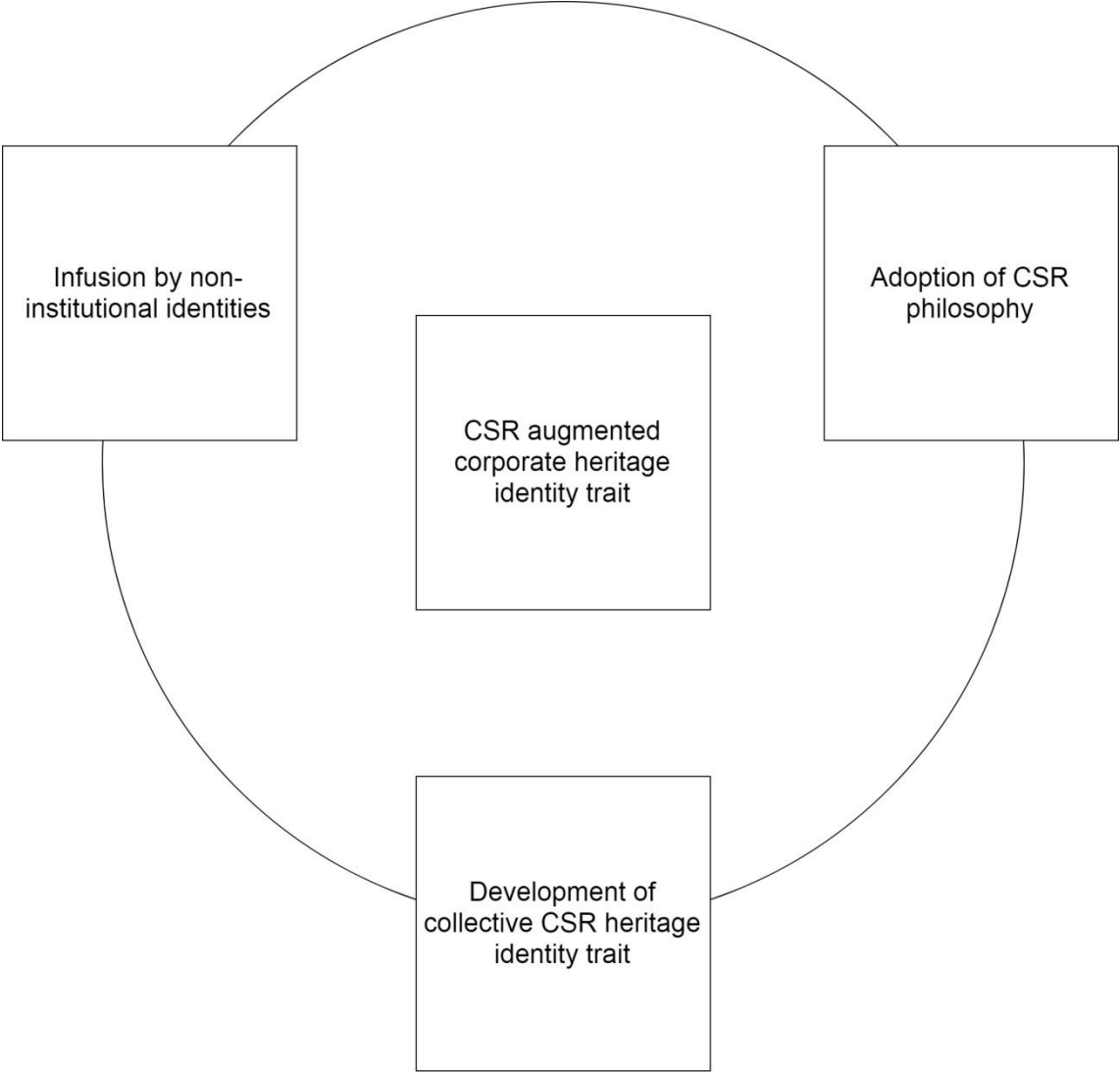
#### 4.9 The induction of a theory - the theory of the CSR augmented corporate heritage identity trait

Interestingly, the synthesised findings of the banks' collective CSR heritage identity trait explicates three significant and interrelated aspects of the CSR practice and thinking in these banks. The first is that this practice and thinking stems from the banks' very early adoption of the CSR philosophy as a guiding principle for their roles within and interactions with their socio-spatial context. Clearly, this has required the banks' CSR

philosophy and practice to be very responsive to the needs and challenges within this context in order to generate the desired widespread and positive effect on that context. There is no doubt that these needs and challenges are the result of certain enduring characteristics and conditions which collectively make up the identity of that socio-spatial context (i.e. Jordan). Consequently, the desire to enhance the responsiveness of the banks' CSR philosophy and practice to meet these needs and challenges led them to become imbued with multiple non-institutional (i.e. socio-spatial) identities which closely relate to the banks' socio-spatial context, namely Jordan. This in turn has led the banks' CSR philosophy and practice to become characterised by specific (i.e. collective) CSR heritage identity traits, namely 'mutuality', 'participativeness', 'responsibility', 'utility' and 'authenticity'/'acceptability'. Therefore, because it is imbued with non-institutional identities and coexists with the banks' corporate capitalist philosophy and its related corporate business heritage identity traits, the CSR practice and thinking in these banks can be described as an augmented corporate heritage identity trait (see Balmer, 2011b; 2013). Figure 11 below presents a visualisation of the theory of the CSR augmented corporate heritage identity trait.



Figure 11: a visualisation of the theory of the CSR augmented corporate heritage identity trait



## 4.10 Summary

This chapter has reported, discussed, interpreted, corroborated and visualised the findings derived from the within-case analyses and the cross-case comparisons of the interview data from the three case studies. Following the traditions of the grounded analysis approach (Charmaz, 2006; Corbin and Strauss, 2008), and particularly of multi-stage qualitative coding (ibid) and thick description (Miles and Huberman, 1994; Stake, 1995), the stages of the within-case analyses presented in sections 4.3, 4.5 and 4.7 resulted in the introduction of 28 grounded theoretical concepts (i.e. labels which denote traits). These findings were supported by the banks' annual reports and website content. Taken together, these concepts represent the overall managerial cognitions of the corporate heritage identities of three emerging Jordanian corporate heritage banking institutions. Each of these concepts represents a corporate identity trait which is perceived as a corporate heritage identity trait by its bank's senior managers.

These corporate heritage traits were then divided into three different sets of traits, namely CSR heritage identity traits, non-CSR (i.e. corporate business heritage identity traits) and the 'pertinency' foundational heritage cognition concept. The first of these sets of traits reflects the multi-faceted nature of the banks' CSR heritage identity, while the second reflects the banks' corporate business heritage identity, which is composed of traits which are closely related to these banks' core business. Importantly, the analysis of the third set of findings shows that this cognition is to a large extent anchored in the senior managers' view that their bank's corporate heritage is relevant and important to various aspects of their bank's present and future.

In order to synthesise the findings and ultimately to arrive at more theoretically generalisable conclusions, the findings of the within-case analyses' were further processed by undertaking a cross-case comparison analysis (see section 4.8). This enabled the researcher to synthesise the findings into two sets (see subsections 4.8.2.6 and 4.8.3.5) relating to the collective corporate social responsibility (CSR) heritage identity trait and the corporate business heritage identity respectively.

The chapter concludes by introducing the theory of the CSR augmented corporate heritage identity trait. This explicates the interaction of three aspects, namely the corporate adoption of the CSR philosophy, the way in which the Banks' CSR practices and philosophy are permeated by non-institutional socio-spatial identities, and the development of the collective CSR heritage identity trait, resulting in the CSR practice and thinking of the banks becoming an augmented corporate heritage identity trait.

In the next and final chapter, namely 'Discussion and Conclusions', the researcher discusses the CSR augmented corporate heritage identity trait finding further by outlining the theoretical contribution it makes to the relevant literature. This chapter also discusses the implications of this research for management and the limitations of the research, and makes recommendations for future research.

## **Chapter five: Discussion and Conclusions**

### **5.1 Introduction**

The previous chapter reported, discussed, interpreted, corroborated and visualised the findings of the within-case analyses and then cross-compared them to arrive at synthesised findings. This showed that the banks which were studied incubate two complementary corporate heritage identities, namely one which is closely related to CSR (see section 4.8.2), and one which is closely related to the bank's core business (see section 4.8.3). To focus on the CSR-related findings of the analysis, it is interesting that the banks' CSR practices were found to constitute a collective CSR heritage identity trait, and further that this was interpreted as stemming from a corporate CSR philosophy which is significantly imbued with non-institutional socio-spatial identities. The chapter therefore concluded by introducing the theory of the CSR augmented corporate heritage identity trait. This theory explains how the banks' CSR philosophy and practices evolved and became an augmented corporate heritage identity trait for the banks.

This chapter now discusses these findings further by highlighting their main theoretical contribution (in section 5.2), and relating them to the findings of previous research (subsection 5.3). In addition to this, the chapter discusses several implications for management (section 5.4) which can be deduced from the findings and addresses some research limitations which may limit the theoretical generalisability of the findings (section 5.5). Finally, the chapter closes with a summary of its contents (section 5.7), which is preceded by a discussion of a number of recommendations for further research which may be derived from the findings (section 5.6).

The theory of the CSR augmented corporate heritage identity trait introduced here advances the notion of augmented role identities of corporate heritage institutions (Balmer, 2011b; 2013; Balmer and Chen, 2015; 2016; 2017), and this is because it

identifies the corporate CSR philosophy as an augmented corporate heritage role identity for three emerging Jordanian corporate heritage banking institutions. Moreover, the theory explains this phenomenon on the basis of three interrelated developments, which are the corporate adoption of the CSR philosophy, the infusion of this philosophy with socio-spatial identities, and finally the acquisition of specific CSR heritage identity traits as a result of this infusion.

In addition to its contribution to the theoretical notion of augmented role identities, the findings of this thesis show considerable agreement with the findings of previous corporate heritage identity research (such as Balmer, 2011b; Balmer, 2013; Burghausen and Balmer, 2014a). Moreover, it suggests an adaptation to the current theory of corporate heritage identity, particularly to the notion of relative invariance (Balmer, 2011b; 2013) in relation to emerging corporate heritage institutions. Besides this, the findings confirm the notion of corporate heritage institutions' bi-lateral trust (Balmer, 2011b) and extend it to the area of CSR perception. The findings also show a similar conformity with the findings of the relevant CSR research and with the findings of the few studies which have seen a link between the CSR concept and the corporate heritage concept.

Several implications for management may be derived from the findings of this thesis. These implications relate primarily to the way in which the CSR augmented corporate heritage identity trait identified here might be used in the light of the limited managerial cognition of the banks' overall corporate heritage identity. These implications, and the findings of the thesis in general, should not be understood without taking into consideration some inherent limitations. These limitations derive from the nature of the thesis as a piece of country- and industry-specific case study research which has collected a limited amount of data for a specific research purpose and from one specific stakeholder group only.

With the aim of helping future research projects build on the findings of this thesis, the researcher provides several recommendations in relation to both corporate heritage identity research and research on CSR communication and scepticism towards CSR. Generally, these recommendations draw researchers' attention to the overall nascent nature of this specific research topic, which makes it fertile ground for almost any kind

of methodological and theoretical research. Specifically, however, the researcher recommends that future research on this topic should adopt a more varied perspective on stakeholders. Additionally, cross-country case studies which compare either different developing countries or developing and developed countries may be a valuable way of advancing the knowledge provided in this thesis by either adapting or extending it. Specific advice is given on how interested researchers should select cases for such cross-country studies.

Having presented an overview of the contents of this chapter, the researcher now begins the discussion of the findings by highlighting the theoretical contribution made by this thesis.

## **5.2 The theoretical contribution of this thesis**

This thesis advances current knowledge on the theoretical notion of augmented role identities (Balmer, 2011b; 2013; Balmer and Chen, 2015; 2016; 2017). This advancement is made through the empirical introduction of the theory of the CSR augmented corporate heritage identity trait (see Figure 11). This theory identifies and explicates the corporate CSR philosophy as an augmented corporate heritage identity trait of the emerging Jordanian corporate heritage banking institutions studied in this thesis. The limited research on this theoretical notion of the corporate heritage identity theory has so far shown empirically that national identity (Balmer and Chen, 2015), imperial identity (Balmer and Chen, 2015; 2017), religious philosophies and national cultural identity (Balmer and Chen, 2016) can constitute augmented corporate heritage role identities for corporate heritage institutions. This research adds to current understanding by presenting empirical evidence that corporate institutions' CSR philosophy can also be a foundation for the development of an augmented corporate heritage role identity for these institutions.

This contribution is significant for four main reasons. The first is that it shows that it is possible for corporate institutional CSR practices, traits and philosophies to evolve into augmented corporate heritage role identities if they are carefully interwoven with the identities of a socio-spatial surrounding. The second reason for the significance of this contribution is that the investigation was carried out in the context of the banking industry, which has been largely neglected in the corporate heritage research in general and in the corporate heritage identities research in particular. The third reason for the significance claimed for the contribution of this research lies in the empirical social/country context chosen by this thesis for the conduct of the enquiry. The country of this study, namely the Hashemite Kingdom of Jordan, is an example of a category of country/social contexts which has been neglected in the general corporate heritage literature. This literature has largely focused on developing rather than underdeveloped (in economic terms), mature rather than nascent (in sociopolitical terms), and western rather than eastern country contexts (see Appendixes 1.1 and 1.2). Finally, the fourth reason for the significance of the contribution lies in the nature of the institutional context in which the data was collected. It should be noted that this thesis identified an overwhelming focus on studying corporate heritage institutions which are significantly older than the minimum threshold of Balmer's (2013) tri-generational, fifty years criterion (see Appendix 1.2), and it therefore chose to study what are termed emerging corporate heritage institutions which barely meet the minimum threshold of Balmer's criterion.

Interestingly, this middle-range theory (visualised in Figure 11 above) explains how a corporate institution's CSR philosophy and practice can evolve to become an augmented corporate heritage identity trait. The theory first shows that the corporate adoption of the CSR corporate philosophy as something supplementary to the corporate capitalist philosophy leads an institution to become interested in taking on extended roles and responsibilities within its socio-spatial surrounding. In contrast to the capitalist philosophy which underpins the profit-seeking nature of corporate institutions, the adoption of the CSR philosophy has the effect of guiding the institution's broad interactions with and its roles within its socio-spatial surrounding as a socially responsible institution. Because it has at its core the desire to contribute to the well-being of a socio-spatial surrounding, this CSR corporate philosophy then results in the corporate CSR philosophy and practice becoming imbued with the identities of the

socio-spatial surrounding (i.e. their characteristics and conditions). Examples of such identities are the national economic identity, the national identity, the national cultural identity and the territorial identity. The corporate institution's CSR philosophy and practice are thus shaped by these non-institutional identities (i.e. the identities of its socio-spatial surrounding) into specific CSR heritage identity traits which are highly responsive to the needs and challenges of the socio-spatial surrounding.

Having in this section highlighted and discussed the main theoretical contribution of this thesis, in the section below the researcher turns to discuss this contribution in the light of the relevant literature.

### **5.3 The findings in the context of the relevant literature**

The analysis presented in Chapter 4, and particularly in sections 4.3.1, 4.5.1, 4.7.1 and 4.8.2, shows the existence of a collective CSR trait which encompasses five highly consistent CSR heritage identity traits: 'participativeness', 'utility', 'mutuality', 'responsibility' and 'Authenticity/acceptability'. Together, these traits constitute a distinctive corporate CSR heritage identity for the banks studied which is different from their corporate business heritage identity, and which is discussed further in Appendix 4.86. What is more, as these traits stem from the banks' embrace of the corporate CSR philosophy and are imbued with non-institutional, socio-spatial identities, this collective CSR heritage identity trait constitutes a CSR augmented corporate heritage identity trait of the banks. This key finding is discussed in the next three sections. In each of these, the finding is discussed in the context of a specific area of the relevant literature.

#### **5.3.1 The findings in the context of the corporate heritage identity research**



In the light of Balmer's (2011b, 2013) seminal conceptualisation of the corporate heritage phenomenon, the CSR augmented corporate heritage identity trait of the banks identified in the current study in the researcher's view constitutes a substantial corporate heritage identity. This conclusion stems from the fact that it conforms to the criteria of corporate heritage as conceptualised by Balmer (2011b; 2013) and empirically corroborated by others (e.g. Balmer and Chen, 2015; 2016; 2017; Burghausen and Balmer, 2014a).

Beginning with the first criterion, namely omni-temporality, the totality of this corporate heritage identity of the banks conforms partly to Balmer's (2013) conceptualisation insofar as it is largely centered around and has particular utility for the mission of the socioeconomic development of Jordan. This can be described as a mission which is omni-temporal in nature and importance to Jordan (see, for example, sections 4.3.1.5 and 4.5.1.4). However, this corporate heritage identity of the banks conflicts with Balmer's conceptualisation as it is characterised by relevant invariance rather than relative invariance. That is, as perceived by the banks' managers, the CSR corporate heritage identity traits identified appear to have been constantly invariant in their essence and continuously relevant in their meanings. This continuous relevance of the traits' meanings, however, in contrast to Balmer's conceptualisation (ibid), has not been a persistent result of the continuous relative change (i.e. relative invariance) in the meanings which are reflected across time by the traits' invariant essences. Importantly, this is something which suggests a variation in the notion of relative invariance which better suits the nature of emerging corporate heritage institutions and relatively nascent social/country contexts. That variation is the notion of *Relevant Invariance*. It follows that this refers to the corporate heritage identity traits whose essence has reflected invariant (i.e. non-changing) but nevertheless continuously relevant meanings to stakeholders across time. What is more, these CSR corporate heritage identity traits cannot by any means be described as existential anchors (Balmer, 2013) within their social contexts or for any of the banks' stakeholder groups.

Moreover, the overall utility of the banks' CSR heritage identity to Jordan's mission of socioeconomic development mentioned above corresponds perfectly well to Balmer's (2013) ceaseless multigenerational stakeholder utility and tri-generational criteria. Partly because they serve the Kingdom's omni-temporal mission of socioeconomic

development, the traits of the banks' CSR heritage identity seem to have been constantly meaningful to Jordanians by being remarkably supportive of the community's different groups in a variety of interesting ways (see, for example, sections 4.3.1.4, 4.5.1.3 and 4.7.1.4).

Focusing on the second criterion, namely, the constancy of institution traits, the traits identified in the research were found to have been in existence for between 20 and 63 years. While most of these ('responsibility', 'participativeness', 'utility' and 'acceptability') are in line with Balmer's (2013) tri-generational conceptualisation, which proposes a minimum of 50 years, one trait ('mutuality') was found to be in keeping only with Urde et al.'s (2007) conceptualisation. According to Urde and his colleagues (*ibid*), a company/brand may qualify as having a heritage within a generation or two. Building on this, therefore, the researcher argues that his findings extend Balmer's (2013, p. 307) conceptualisation of the institution trait constancy notion by adding the corporate social responsibility area/aspect to the 11 corporate areas/aspects which Balmer suggested may be incubating existent corporate heritage identity traits.

Moreover, the findings related to the banks' CSR augmented corporate heritage identity trait also extend Balmer's (2013) conceptualisation of the role of context in the formulation of the corporate heritage phenomenon, which he limited to determining the time at which an institution's key identity trait can be found to meet the criteria. Interestingly, the findings of the current research show that contexts naturally select which of an institution's identity traits evolve to become corporate heritage identity traits. This natural selection is determined by the characteristics and conditions of the socio-spatial surroundings (which in fact constitute the socio-spatial identities), because it is likely that they will naturally emphasise some specific traits over others due to their relevance to the needs that these characteristics and conditions may create or intensify. For example, the national economic identity of Jordan (as a poor developing country) and its nascent nature as a polity and social entity have accorded high importance to all of the banks' CSR traits over time. Consequently, they evolved, as did the managerial recognition of them, and became ultimately (albeit sometimes implicitly or subconsciously) recognised as CSR heritage identity traits. Importantly, this conceptualisation is in line with the findings of Burghausen and Balmer (2014a, pp. 2,319 - 2,320; 2015, pp. 37 - 38), who reported a strong interdependence between the

context-related identities (i.e. place/regional/territorial identities) on the one hand and the managerial cognition and stewardship of corporate heritage identities on the other.

Additionally, the findings show that CSR within these banks is a corporate practice which coexists with the core business practice of the banks, and stems from a supplemental philosophy which the banks have adopted in omni-temporal terms in addition to the capitalist philosophy which guides their core business practice. This is the CSR philosophy, which in contrast to the capitalist philosophy guides the banks' interactions with and roles within their socio-spatial surroundings. As well as this, although this CSR practice is an institutional identity trait for the banks, it is also non-institutional in that it is significantly infused with socio-spatial identities. Examples of this are the national economic identity of Jordan as a developing country with scarce natural resources, the territorial identity of Jordan as a country located at the very heart of the hugely turbulent Middle East region, and the national identity of Jordan as a nascent sociopolitical context which lacks a clear national identity (see section 1.6.1). The infusion of the banks' institutional CSR practice with non-institutional identities has played a substantial role in shaping this philosophical practice into specific CSR heritage identity traits which have been hugely beneficial to Jordan and its community (see section 4.8.2). Table 42 below shows the banks' CSR heritage identity traits in relation to the non-institutional identities and characteristics (i.e. augmented role identities) with which they are imbued. Therefore, the researcher argues that the banks' corporate heritage CSR trait fulfils Balmer's (2013) augmented role identities criterion in two ways. The first is because it represents an augmented corporate heritage identity trait of the banks which is distinctive and yet supplementary to the capitalist corporate heritage identity which is represented in the corporate business heritage identity traits discussed in section 4.8.3 and Appendix 4.86. The second, in line with the empirical findings of Balmer and Chen (2015; 2016; 2017), is because it is augmented by multiple, non-institutional (i.e. socio-spatial) role identities.

Furthermore, the CSR heritage practice within these banks can be said to fulfil Balmer's sixth criterion of corporate heritage, namely that of unremitting management tenacity (ibid). It is argued that the finding that the banks' CSR practice is characterised by a collective (i.e. combining five traits) augmented corporate heritage CSR identity trait, and that this practice has had a substantial positive impact on the Jordanian community

clearly indicates that there has been unremitting and appropriate corporate-level management of CSR practice within these banks. Moreover, it can be said that this management has been conscious of the importance of contributing broadly to the community and playing a variety of active roles within the banks' socio-spatial surrounding. Nevertheless, it appears that these managers had never considered the corporate heritage value of their enduring CSR practices, and particularly not before the research interviews were conducted.

Finally, the 'acceptability'/ 'authenticity' trait finding, which relates to the managers' views on the community's reception of the banks' community participation efforts, can arguably be explained in terms of the bi-lateral trust conceptualisation of the corporate heritage institution (Balmer, 2011b). As an illustration, this view can be attributed to three important factors which together accord the banks' CSR practices 'acceptability'/ 'authenticity' which in turn generates affinity with the banks' CSR practices on the part of members of the community. These factors are 1) the longevity of the banks and their CSR practices, 2) the salience of these practices in terms of their continuity and consistency and their usefulness to the community, and 3) (in the case of Bank 3) the perceived authenticity of the family which owns the bank.

Table 42: The banks' collective CSR heritage identity trait in relation to the non-institutional identities with which they are imbued

Non-institutional identity	Micro institutional/ contextual characteristics and conditions	CSR heritage identity trait
the national identity of Jordan	sense of nationalism	'responsibility'
the social identity of the Jordanian community	sense of local belonging	
the national identity of Jordan	sociopolitical utility	'utility'
the cultural identity of Jordan	sociocultural utility	
the national identity of Jordan the economic identity of Jordan the territorial identity of Jordan	economic-political utility	
the economic identity of Jordan the territorial identity of Jordan	socioeconomic utility	'mutuality'
the economic identity of Jordan the territorial identity of Jordan	recognition of the community's need for CSR	'acceptability'/'authenticity'
the economic identity of Jordan the territorial identity of Jordan	level of complexity of the CSR practice level of institutionalisation of the CSR practice	'participativeness'

In this section, the researcher has discussed the findings of the research in relation to the banks' CSR augmented corporate heritage identity traits in the context of the limited research which has been carried out on the corporate heritage identities concept. The next subsection turns to discuss the findings in the context of the available scarce research that has interlinked between corporate heritage and CSR.

### **5.3.2 The findings in the context of the available corporate heritage and CSR research**

The first study in this nascent area of corporate heritage research was the work of Blombäck and Scandeliuss (2013), and the findings of this thesis can be compared to those of their study on two interesting points. The first of these relates to the assumption that brand/corporate age, which is an element of corporate heritage (through the longevity/tri-generational hereditary concepts of Urde et al. (2007) and Balmer (2013) respectively), has a positive impact on perceptions of the brand or corporation as socially responsible. While Blombäck and Scandeliuss found no support for this view, the findings of this thesis show that one of the bank's managerial cognitions of the 'acceptability'/ 'authenticity' trait of their CSR is partially informed by the long standing of both the bank (Bank 3) and its CSR practice. The second point relates to the assumption that CSR and corporate heritage communications together have a positive impact on perceptions of the brand or corporation as socially responsible. In this case, however, the findings of this thesis add to the support which Blombäck and Scandeliuss found for this relationship. Specifically, these findings relate to the role which the micro-institutional attribute of the bank (Bank 3), namely its long standing, plays in shaping the managerial cognition of the 'authenticity' trait in the context of the bank which has the greatest utilisation of corporate heritage of all three banks (see section 4.8.2.5 and 4.8.1 for more on this).

Moreover, the findings of this thesis, and particularly the discovery of the CSR augmented corporate heritage identity trait, extend the findings of Gill and Broderick (2014) which link corporate heritage to CSR. This link is represented in the discovery of the use of brand heritage elements (Halaka et al., 2011) in Marks & Spencer's brand communications to evoke a perception of the company's sense of social responsibility in relation to its different stakeholder groups. The significance of the findings of this thesis in the context of the work of Gill and Broderick (2014) can be seen clearly in the discovery of a standalone CSR heritage identity (one which also comprises augmented role identities), which we argue (see section 2.8) is of greater usefulness to the goal of evoking a company's sense of social responsibility. The validity of this argument can be corroborated by the conceptual findings of Brunninge and Fridriksson (2017), which collectively suggest that communicating a company's CSR-related past can be very

beneficial to the establishment of a responsible supply chain management image. This is also in line with the discovery of the 'authenticity'/'acceptability' trait and its informative 'long-standing CSR' micro-institutional attribute.

In addition to this, most of the CSR heritage identity traits found in the current study can be corroborated by the findings of a case study conducted in Turkey (Uralman and Selvi-Taşdan, 2017) which reported the discovery of three timeless (and thus corporate heritage) core values: contributing to national economic growth, contributing to positive national pride and country image, and supporting the arts, culture and social development. These corporate heritage core values capture the essence of four of the five traits of the banks' CSR heritage identity found in this thesis. Table 43 below illustrates how the Turkish study's findings are consistent with the CSR heritage identity findings of this thesis, and thus corroborate them. Moreover, the sociocultural utility of the banks to Jordan discussed in this thesis (see sections 4.3.1.4, 4.5.1.3 and 4.7.1.4), which parallels the timeless core value of supporting arts and culture reported by Uralman and Selvi-Taşdan (2017), is also comparable to the cultural heritage custodian role which Burghausen and Balmer (2014a, p. 2,317) report in their study on Britain's oldest brewery.

Table 43: Illustration of the match between the findings of this thesis and the corporate heritage core values reported by Uralman and Selvi-Taşdan (2017)

Corporate heritage core value (Uralman and Selvi-Taşdan, 2017)	Corresponding CSR heritage identity trait (this thesis)	Micro-institutional attribute which further illustrates the similarity
contribution to national economic growth	'utility'	economic-political utility
	'mutuality'	socioeconomic utility
contribution to positive national pride and image of the country	'utility'	sociopolitical utility
	'responsibility'	sense of nationalism
		sense of local belonging
supporting the arts, culture and social development	'participativeness'	level of complexity of the CSR practice
		level of institutionalism of the CSR practice
	'utility'	sociocultural utility

This subsection has discussed the findings of this thesis in the light of the scarce research which has explored links between the corporate heritage phenomenon and CSR. The next subsection continues the discussion of the findings, but in the light of the relevant CSR research.

### **5.3.3 The findings in the light of the relevant CSR research**

The CSR 'authenticity'/'acceptability' trait identified in this thesis can be linked to the findings of an early study on consumers' scepticism towards CSR conducted by Webb and Mohr (1998). These findings relate to the use of some consumer groups for the consistency of a company's involvement in CSR as a clue to identifying the company's motive for this involvement. This consistency, as conceptualised by the authors, can be argued to be identical in meaning to the long-standing micro-institutional attribute which in the view of the managers (of Bank 3) informs the 'authenticity' trait of the bank's CSR heritage identity. This element of the findings of the thesis is also comparable to the critical role which Vanhamme and Grobben (2009) conclude is played by a firm's CSR history in countering the negative impact of crises. According to the authors, companies which have a long history of CSR will be perceived more favourably by consumers than their counterparts which have a short history of CSR during crises. More relevantly, the authors also found that consumers' scepticism towards CSR communication during corporate crises will be greater in the case of companies with a short CSR history than for those with a long CSR history.

Continuing with the 'authenticity'/'acceptability' trait, but also in a way that relates to the 'participativeness' trait, the findings of this thesis are similar to the interesting findings of Pirsch et al. (2007), which suggest that institutionalised CSR programmes have a greater impact on decreasing consumers' scepticism towards CSR than promotional CSR programmes. Notably, Pirsch and his colleagues' conceptualisation of institutionalised CSR programmes is largely similar to the micro-institutional attributes of the level of complexity and the level of institutionalism of CSR practices. This finding helps to explain why the managers reported that the community felt that the bank's CSR was authentic in the case of Bank 3, but acceptable in the cases of Bank 1 and Bank 2. This difference is clearly linked to the higher levels of complexity and



institutionalism which characterise the CSR practice of Bank 3 relative to the other two banks.

From a more holistic perspective, the CSR heritage identity findings of this thesis are also supported by the results of a study (Bihari and Pradhan, 2011) which examined the CSR involvement of major Indian banks. Overall, it was found that these initiatives were broad in scope, and thus provided utility to the Indian population in a variety of respects. What is important in this context is that these were found to be similar to those identified in the case of the Jordanian banks studied in this thesis. For example, the socioeconomic, economic-political and sociocultural utility of these Indian banks' CSR initiatives can be seen clearly in their microcredit business programme (which also included non-financial support) which had the aim of supporting micro-businesses, in their support for the government's financial inclusion goal, and in the village knowledge centres they established in remote rural areas.

These are in fact equivalent to the socioeconomic, economic-political and sociocultural utilities which the banks examined in this thesis were found to provide to the Jordanian community and government through their 'mutuality', 'utility', 'responsibility' and 'participativeness' corporate heritage identity traits. Moreover, the 'utility' trait finding, and particularly the micro-institutional attribute of sociocultural utility, confirm Córdoba's conceptualisation (2011), which argues that firms can play a significant role in promoting and protecting a community's culture. According to Córdoba, this role is fulfilled not only through their conventional business activities but also through their so-called corporate cultural responsibility practices.

The findings of this study can also be related to the work of Mitra (2011), who reports that Tata Motor's CSR is framed in the light of five important meanings which together embody the company's heritage as a responsible, nationally committed and nation-building Indian corporation which practises CSR in an institutional way to further the development of local communities. These frames relate closely to the CSR heritage identity traits of the banks studied in this thesis, as they have essentially the same meanings. Table 44 below relates Mitra's findings and the findings of this thesis on the banks' CSR heritage identity traits. Building on this alignment of the two studies' findings, the researcher argues that his findings partly confirm two of Mitra's research

propositions which clearly relate to the traits of the banks' CSR heritage identity, as shown below.

Table 44: Relating Mitra's (2011) findings and the findings of this thesis on the banks' CSR heritage identity traits

Mitra's propositions	Relevant CSR concept	Corresponding corporate heritage identity trait	Further explanation
"Institutionalisation of CSR within an emerging economy firm is positively associated with its history/heritage..." (Mitra, 2011, p. 395)	CSR institutionalisation	the 'participativeness' trait in terms of its complexity and institutionalism	the banks' corporate heritage within their community can be seen more clearly in their CSR heritage identity. This is the most significant aspect of the banks' total heritage identity
"An emerging economy firm's reputation of history/heritage is positively associated with its record of local community development work, as well as CSR work for national development." (Mitra, 2011, p. 395)	CSR as community development	the 'mutuality' trait through its socioeconomic utility; the 'utility' trait through the sociocultural utility provided to the Jordanian community	through their CSR heritage identity traits, the banks have contributed significantly to the development of the Jordanian community and to the reinforcement of its nascent polity. These traits are the most significant aspect of the banks' total heritage identity
	CSR as nation-building	the 'utility' trait through the sociopolitical and economic-political utility provided to Jordan as a polity	
		the 'responsibility' trait through the feelings which it stems from (nationalism, the sense of one's own significance within the local area, the sense of belonging, sense of long-standing and compliance)	

In this section, the researcher has discussed the CSR heritage identity findings (which also constitute a CSR augmented corporate heritage identity trait) in the contexts of the corporate heritage identity research, the limited research which has examined the corporate heritage concept in relation to the CSR concept, and the relevant CSR research. In the next section, the researcher focuses on some implications for management which arise from this discussion of the thesis's empirical findings. The aim is to develop clear and practical recommendations which can help banks' management to generate real-life value from this thesis.

## 5.4 The implications for management of this thesis

Academic work generally aims to advance the currently available knowledge on a specific topic of inquiry. The primary aim of this thesis is thus to build theory and develop concepts which explicate the phenomena investigated. Nonetheless, several interesting recommendations can be derived from the thesis's findings. Most of these recommendations, although they can be argued to be extendable to other banks (see next section), are discussed in relation to the banks studied here. It should also be pointed out that these recommendations relate to the overall corporate heritage identity of the banks rather than only their CSR augmented corporate heritage identity trait. The reader may therefore like to refer to sections 4.3.2, 4.5.2, 4.5.5, 4.7.2 and Appendix 4.86 before reading further.

The *first* recommendation relates to the discovery that the banks have two corporate heritage identities. The first of these is made up of specific traits, namely 'perspicacity', 'populism', 'serviceability' and 'adaptability', which together make up the banks' corporate business heritage identity (see section 4.8.3) and are thus closely related to the banks' core business conduct and are especially relevant to the banks' customers, employees and shareholders. The second identity comprises another set of traits, namely 'acceptability'/ 'authenticity', 'participativeness', 'utility', 'mutuality' and 'responsibility', which relate to the banks' non-business related practices or to business practices which do not have the sole aim of generating profits but also of furthering the socio-economic development of the Jordanian community (i.e. CSR). However, although these aims differ considerably, managers are advised to be constantly mindful of their interdependence. The proper management of the banks' corporate business heritage identity not only maintains and reinforces customers', employees' and shareholders' loyalty and trust in the banks, but also provides the banks with the resources they need to make the proper management and development of the banks' CSR heritage identity possible. In other words, the proper utilisation of the banks' corporate business heritage should enhance their profitability. This enhanced profitability, in turn, can increase the banks' ability to invest more in the socioeconomic development of their community. Similarly, the proper management or utilisation of the

banks' CSR augmented corporate heritage identity trait should have a positive impact on the banks core business by improving the customer base and customers' and employees' loyalty, and by strengthening shareholders' trust in the banks. These outcomes of banks' proper management of their CSR augmented corporate heritage identity trait will certainly be mediated by the banks' enhanced reputation and image in the market as a result for the proper activation of the bank's CSR heritage identity.

The *second* recommendation relates to the nascent managerial cognition of the banks' corporate heritage identities which this research found to be partially located at the subconscious-level of the managers' minds. This is a significant finding, and also applies to the two corporate heritage identities of the banks identified in the research. In the light of this nascent and implicit cognition, managers are advised to sponsor and to personally participate in an institutional heritage edification campaign. Such a campaign should aim at rediscovering and formally recognising the corporate heritage identities traits which this thesis has identified and which were found to characterise the banks' conduct throughout and to contribute greatly to the survival and success of both the banks and their community. This rediscovery and recognition process should view these traits from a heritage perspective rather than a historical perspective (Urde et al., 2007). This is of the utmost importance, as the findings show that there is noticeable and persistent confusion about the difference between the banks' history and their heritage, and about the elements on which they are based.

At the same time, the process should be embarked upon from a corporate-level strategic planning point of view. This would enable the banks' management to appreciate the significant role played by the identities of the socio-spatial context (including its characteristics and conditions) in the formulation and possibly the reformulation (see Balmer, 2013, p. 320; Sørensen et al., 2018) of the banks' overall corporate heritage identity (including their CSR augmented corporate heritage identity trait). In fact, these identities are the major streams of the importance which has always nurtured the latter with relevance, and thus, the meaningfulness they need in order to last. Adopting such a perspective on these traits is essential, as it should help management to develop a high initial appreciation of the value embedded in them, and of the importance of adapting the banks' utilisation of these traits in the light of changes and developments in their socio-spatial contexts.

Developing this approach is vital for two reasons. This first is that the starting point should be a thorough understanding of the nature of the banks' total augmented corporate heritage identity as an institutional composition which derives its value from non-institutional identities. Secondly, it will generate the motivational momentum needed to embark on a thorough institutional heritage edification campaign. This is simply because such a campaign is in fact only the first phase of what is actually needed if the aim is to transform these banks from being largely banks with corporate heritage to corporate heritage banks (see Urde et al., 2007; Balmer, 2013; Santos et al., 2015). This is in fact a recommendation in itself, and thus leads directly to the *third* managerial recommendation which can be derived from the findings.

Importantly, this transformation requires the involvement of the marketing (including the CSR-related) middle-level and low-level management teams in the institutional heritage edification process. Similarly, getting groups involved should start by trying to educate them about the difference between what constitutes the banks' history and what constitutes its corporate heritage and then helping them understand the value of the overall corporate heritage identity by illustrating how these traits contribute to success and survival of both the bank and the community by being critically relevant to the identities (i.e. characteristics and conditions) which have always characterised the socio-spatial surrounding. This education should also help the managers understand the relevance of these traits to the present and to possible future changes and challenges for both the banks and their community. A *fourth* recommendation, with the aim of reaching the Instrumental Corporate Heritage Adoption/Activation (Santos et al., 2015), is that these management teams should be given the support they need to be able to adapt their product-level marketing plans to the new, corporate heritage-based, corporate-level plans. This adaptation will ensure a high level of synergy across corporate marketing planning and implementation. This is indisputably necessary to ensure the success of the banks' corporate-level marketing activation of the banks' total corporate heritage identity.

The *fifth* recommendation arises from the paramount importance of the banking institutions within their socio-spatial surroundings, and is that the management of these banks is advised to take the furthest step in the activation/adoption of corporate

heritage by embarking upon a cultural corporate heritage activation campaign (Santos et al., 2015). This full-scale activation would require the involvement of the managerial teams and employees in all departments. Once the banks' overall corporate heritage identity has been elucidated, and teams have been helped to appreciate the importance and relevance of that corporate heritage identity, corporate management should organise brainstorming sessions for these managerial teams. These sessions should have the aim of finding out how these teams' plans, responsibilities, operation and tasks can be adapted to embrace the banks' overall corporate heritage identity in a way which supports and complements the marketing (and CSR ) activation of that identity. The banks can also make use of Burghausen and Balmer's (2014a, pp. 2,318 - 2,319) corporate heritage identity implementation strategies to activate their corporate heritage identity traits in different areas of the banks' conduct and operations.

The *sixth* recommendation builds on the centrality of the omni-temporal mission of the socioeconomic development of Jordan in the banks' overall corporate heritage identity (see section 5.3), and suggests that the use of the corporate heritage identity implementation strategies (Burghausen and Balmer, 2014a) recommended above should be directed towards narrating, visualising, performing and embodying the banks' long-standing contributions to this mission. This suggestion is more important to the banks' CSR augmented corporate heritage identity than to their business heritage identity due to its greater and more immediate relevance to the mission. This implementation can involve the use of a variety of media and promotional tools such as TV advertisements or press releases. For example, the banks' 'participativeness' trait could be *narrated* by selecting examples of the banks' past, present and planned community involvement initiatives which are similar in their focus. These can be presented as elements of a long-standing and continuous commitment which has aimed to help a specific disadvantaged group in the community. *Visualisation* can take the form of infographics which feature the growth of the coverage of the banks' services in different areas of the Kingdom, including remote rural locations, and across time (foregrounding the 'populism' corporate business heritage identity trait). These infographics can also look into the future by featuring planned geographic expansions of the banks. Moreover, the yearly meetings of the general assembly can be an opportunity to adopt a *performance-based* implementation strategy. During these assemblies, the banks' chairmen and general managers' usually report on the banks'

general performance and their long-term plans. These reports can be tailored to feature and reflect on the banks' enduring perspicacious management and planning (emphasising the 'perspicacity' corporate business heritage identity trait). This can be taken a step further by providing examples of how the banks' principles of perspicacious management (i.e. conservatism, selectivity, fair pricing and professionalism) have proved useful in the face of challenges and for making related strategic decisions across time. Furthermore, the banks' socioeconomic utility to the Jordanian community (which relates to the 'mutuality' CSR heritage identity trait) can be highlighted by examples of new products which have been launched to support the development of lay people by being both responsive to their basic cultural and civilizational needs and sensitive to their economic conditions. It is important that these products should always be presented as better versions of their predecessors to ensure that the notion of the banks' utility to the community's socioeconomic development is rooted in the public's mind.

The *seventh* recommendation, particularly in relation to the banks' CSR augmented corporate heritage identity trait, is that the banks' management are advised to institutionalise (or further institutionalise) and complicate (i.e. make more complex or further complicate) their CSR practice. Institutionalising here means to deeply root the practice in the organisational culture and structure of the banks. Complicating the trait means to make the banks' CSR programmes go beyond the conventional practice of making donations to NGOs and to get directly involved in the development and execution of community support programmes. Institutionalisation of the practice can be realised through two important measures. The first of these is to develop a corporate-level CSR strategy which describes in detail the banks' orientation, values and priorities in this regard, and then to formulate a CSR policy which clearly guides the execution process accordingly. The second step is to increase the involvement of the banks' employees in both the creation and the implementation of its CSR programmes. Preferably they should also be involved in the process of developing the CSR strategy and policy.

Finally, the *eighth* recommendation is that the management of banks in developing countries are advised to adopt a broad perspective which is sensitive to the nascent or emerging nature of their countries' communities and entities in the search for their

institutions' corporate heritage identity (see Urde et al., 2007 on uncovering the heritage process). Arguably, these institutions are characterised by a shorter history (see Choudhury, 2017) and lower capital value (see The Economist, 2012; Johnston, 2017) than their counterparts in the developed world. Because of this shorter history in particular, the management of these banks may be less enthusiastic about investing resources in the search for a corporate heritage identity for their institutions. To these managers we say - partially based on the findings of this thesis - that corporate heritage identity is a relative rather than an absolute concept, and that the constituent elements of an institution's corporate heritage are determined subjectively by the interested members of that institution's social context rather than objectively. The limited capital value of these institutions may be another reason for the limited enthusiasm mentioned above. In response to this, we warn against the adoption of a narrow business perspective when thinking about or embarking upon an exploration of a bank's history, records or archives to discover its corporate heritage identity. In fact, as argued in this thesis, the most interesting aspect of the corporate heritage identity of an institution in a developing country might be found in the non-business related and the indirectly business-related aspects of that institution's conduct, such as its community support efforts or the business practices embedded in its CSR.

This brings to a close the recommendations for management which can be derived from the findings of this thesis, and the discussion turns to another aspect of the study. This relates to the limitations of the research, which determine the generalisability and suitability of its findings for other contexts and its usefulness or shortcomings in relation to future research projects.

## **5.5 The limitations of this research**



Despite the researcher's best efforts to maintain rigorous standards throughout the research process for this doctoral thesis, its contribution to the available literature on its topic should be understood in the light of some limitations.

Firstly, the main aim of the study is to explore how the CSR practices of three Jordanian emerging corporate heritage banking institutions might constitute a corporate heritage identity trait for them. Therefore, any interpretation of the findings of the thesis should be strictly framed within the bounds of this research focus only, which are largely the boundaries of the corporate heritage domain, and more particularly, the corporate heritage identity topic.

Secondly, the data collected for this thesis represents only a 'snapshot' of the cognitions of the banks' corporate-level management of their institutions' corporate heritage identity. The findings of this thesis should therefore be interpreted only in relation to those from whom the data was collected and the purpose for which it was collected, and with an appreciation of the possibility that these cognitions may change due to time-related factors. Thirdly, also in relation to the context in which the research was undertaken, the thesis is based on a country- and industry-specific case study, which imposes limitations to the theoretical generalisability of its findings. Therefore any attempt to extend these findings to another institutional or social/country context should be conducted along the lines which guided this study and which are detailed in the thick description provided in the thesis (particularly in the analysis and findings chapter and subsection 1.6.1).

Fourthly, with regard to the primary data, it might have been more beneficial if the research had been conducted across a greater number of banking institutions and/or by conducting a greater number of interviews. While this would have been difficult to achieve for a variety of reasons, the researcher argues that the three banks selected and the corporate managers who were interviewed were among the most suitable and possibly the most instructive for the purpose of the research, and it is partly because of these choices that the researcher was able to collect the rich and illuminating data analysed in this thesis.

Finally, the fact that this research was conducted by a single person, who additionally is a novice researcher, constitutes a fifth limitation which may have an impact on this thesis. Whilst the researcher understands that such limitations are tolerable due to the nature of PhD programmes as learning opportunities for preparing researchers of the future, he believes that he has taken all the recommended measures (as shown in the methodology chapter) to minimise this negative impact as far as possible.

The next section of this chapter discusses recommendations for future research which can be derived from the findings of this study.

## **5.6 Recommendations for future research**

To the best of the researcher's knowledge, this thesis is the first of kind for two important reasons. Firstly, it is the first to explore companies' CSR practices through a corporate heritage identity theoretical lens. Secondly, it is also the first to explore the corporate heritage identity phenomenon within the particular institutional, sectoral and social contexts which it has examined. These contexts are the emerging corporate heritage institutional context, the banking sector context and the social context of a newly established (i.e. young) and developing country in the Middle East. This thesis can therefore be considered a stepping stone for further research within these research areas and contexts. Due to their nascent state, these are fertile areas which are open for almost any kind of research exploration, and which are suitable for a variety of theoretical and methodological research stances. At the same time, however, several specific recommendations for important future research can be derived directly from the findings of this thesis. These are discussed below in two subsections according to whether they relate primarily to the topic of corporate heritage identity or to the topic of CSR communications and scepticism towards CSR.

### **5.6.1 Recommendations for corporate heritage identity research**

Firstly, future research should re-examine the phenomena of emerging corporate heritage institutions, CSR heritage identity and the CSR augmented corporate heritage identity trait within other industrial and social contexts. Such studies can make valuable contributions to our limited knowledge of these phenomena, as their results may either extend or adapt the findings of this thesis and may eventually lead to the development of grand theories in these areas.

Secondly, future research can further advance this limited knowledge by exploring the phenomena from the perspective of other stakeholder groups such as customers, middle-level and low-level management teams, shareholders and NGO personnel. Undertaking such explorations should be beneficial for the development of a holistic stakeholder understanding of these phenomena. The development of such a holistic understanding may eventually lead to the development of a customised stakeholder theory of corporate heritage identities.

Thirdly, the findings of this thesis on the centrality of the omni-temporal mission of socioeconomic development in Jordan to the banks' CSR heritage identity deserve special research attention. Interestingly, the thesis shows that this particular finding explains a significant aspect of the multiple role identities which augment the banks' CSR heritage identity. In the light of this, future research conducted in the context of other developing countries should investigate whether and to what extent this mission is relevant to institutions' CSR heritage identity in these countries. Establishing that there is a high level of interdependence between the latter and the omni-temporal mission of national socioeconomic development would be an invaluable contribution to the development of a grand theory for the CSR augmented corporate heritage identity which is specific to countries in the developing world.

Fourthly, the thesis has developed the notion of relevant invariance and suggested it as an alternative to the notion of relative invariance (Balmer, 2011b; 2013). The development of this notion, as shown in the findings, seems to be a natural consequence of the emerging/nascent nature of both the institutions' corporate heritage identity and of their socio-spatial surroundings. For that reason, future research is

encouraged to examine whether this finding holds true in similar institutional and social research contexts.

Fifthly, cross-country comparative case studies can greatly facilitate the development of a thorough understanding of the interdependence between the CSR augmented corporate heritage identity trait and the identities and characteristics of an institution's socio-spatial surroundings. In order to develop such an understanding and build on the findings of this thesis, however, the selection of cases should follow a specific logic to ensure that the maximum possible amount of knowledge about this interdependence is generated. The findings of the thesis show that a country's/social context's socioeconomic and political conditions and sociopolitical history have a noticeable effect on the formulation of institutions' CSR augmented corporate heritage identity trait. Consequently, researchers conducting cross-country comparative case studies are recommended to select the cases in a way which reflects different levels of socioeconomic development and political stability, and different sociopolitical histories. Selecting cases in this way should help to generate a thorough understanding of the role of socio-spatial surroundings in general and the role of these factors in particular in the formulation of the phenomenon of the CSR augmented corporate heritage identity trait.

The next subsection discusses some research recommendations which relate more to the topic of CSR communications and scepticism towards CSR.

### **5.6.2 Recommendations for research on CSR communications and scepticism towards CSR**

This thesis has presented preliminary evidence of the usefulness of the CSR augmented corporate heritage identity trait for CSR communications and for overcoming the challenge of scepticism towards CSR. These preliminary findings call for further research not only into the cognitions of other banks' managements but also, and more importantly, on the perception of other stakeholder groups who are in fact the beneficiaries of emerging/mature corporate heritage institutions' CSR such as community members, employees and NGO personnel. Although the findings of this

thesis strongly indicate that the CSR augmented corporate heritage identity trait phenomenon might be ontologically more robust in the context of developing countries, those conducting research projects in the future who are interested in this phenomenon are recommended to test the validity of these indications empirically.

Cross-country studies would seem to be an appropriate choice for this line of enquiry. The first research attempts in this direction should first focus on cross-comparing CSR augmented corporate heritage identity-related views and perceptions across different stakeholder groups in the context of both developing and developed countries. Such comparisons can reveal whether and to what extent the CSR augmented corporate heritage identity trait and its positive impact on stakeholders is a phenomenon which is especially relevant to the social contexts of developing countries. Moreover, these cross-country comparative studies might benefit particularly from following the case selection logic described in the previous subsection.

In addition to this, while it is recommended that the country cases should be selected to reflect different levels of socioeconomic development and political stability, as well as sociopolitical history, it is recommended that the selection of within-country company cases should follow an alternative logic. It should be noted that this logic relates to the managerial view of the effect of the levels of a corporate heritage institution's CSR complexity and institutionalism as mediating micro-institutional attributes (see section 5.3.3, particularly, Pirsch et al's (2007) study's findings ) on the reception by a community of that institutions' CSR. Building on this, therefore, the within-country company cases should be selected to reflect different levels of both CSR complexity and CSR institutionalism.

## **5.7 Summary**

The chapter has discussed the findings of the thesis, and particularly the CSR augmented corporate heritage identity trait finding, in the context of the relevant

research findings. The discussion has shown a high level of conformity between the two.

The main theoretical contribution of this thesis lies in developing the theory of the CSR augmented corporate heritage identity trait. This advances the theoretical notion of the augmented role identities by identifying the corporate CSR philosophy as an augmented corporate heritage role identity. This theory explicates how a corporate institution's CSR philosophy and practice can evolve to become an augmented corporate heritage identity trait. The corporate adoption of the CSR philosophy which preaches that corporate institutions should have extended roles and responsibilities within their socio-spatial surroundings builds a desire to have a positive impact on their socio-spatial surroundings. Therefore, the corporate CSR philosophy and practice of the corporate institution becomes imbued with the identities of the socio-spatial surroundings (including persistent conditions and characteristics). Gradually, as a result, the corporate CSR philosophy and practice is shaped into certain CSR heritage identity traits which are substantially and closely responsive to the needs and challenges of a socio-spatial surrounding.

In the light of this, several recommendations for management and suggestions for future research are presented. The former mainly relate to directions for the discovery, and the utilisation of the CSR augmented corporate heritage identity trait which emerges. The latter primarily emphasise the need to explore the perspective of other stakeholder groups on the phenomenon of the CSR augmented corporate heritage identity trait and to do this within varied empirical contexts, i.e. country, industrial and institutional. Moreover, the chapter suggests a specific purposeful sampling logic for choosing the countries and institutions in which to conduct this exploration.

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**Corporate Social Responsibility as an Augmented Corporate  
Heritage Identity Trait- a Case Study of the Jordanian  
Banking sector**

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Doctor of Philosophy**

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**Department of Business, Brunel University London**

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# Appendices

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## Appendix 1.1: An elaboration on the contexts of available empirical research on the brand heritage topic.

The study	Context	Year of establishment
Balmer et al (2006)	European Monarchies	Hundreds of Years
Urde et al (2007)	Lund and Harvard Universities, Volvo, IKEA, BBC, Jaguar, IBM, SEB, Patek Phillipe, and Bentley.	The youngest of them is IKEA established in 1943.
Balmer (2011a;b)	The British Monarchy	Hundreds of years
Hudson (2011)	Cunard/USA	1839
Hakala et al (2011)	Fazer Group/ Finland Raisio Group/Finland	1891 1939
Balmer and Chen (2015; 2017)	Tong Ren Tang/China	1669
Rose et al (2016)	Fictitious company	Was manipulated as in 1649
Wiedmann et al (2011a; 2011b; 2013)	A world leading automobile manufacturer Continental/ German	Unspecified 1871
Wuestefeld et al (2012)	Chanel/ French	1909
Rindell, Santos, and Lima (2015)	Piaggio and its Vespa product brand/Italy	1884, 1946
Santos et al (2015)	Ach. Brito/ Portugal	1918
Cooper et al (2015)	Tyrrell's/United Kingdom Percy Marks/ Australia Paspaley/ Australia Huka Lodge/ New Zealand	1858 1899 1956 1924
Urde and Greyser (2015)	Nobel Prize/ Sweden and Norway	1901

The study	Context	Year of establishment
Uralman and Selvi-Taşdan (2017)	Türkiye İşbank/Turkey	1924
Bargenda (2015)	Société Générale/France	1864
Dion and Mazzalovo (2016)	Moynat/France	1849
Dion and Borraz (2015)	Varied/European	Unidentified
Miller (2014)	Canadian Tire Corporation	1922
Gill and Broderick (2014)	M&S- United Kingdom	1884
Byrom and Lehman (2009)	Coopers Brewery-Australia	1862
Blombäck and Brunninge (2009)	Swedish and German family-owned firms	Unidentified
Merchant and Rose (2013)	Wells Fargo/ USA Chrysler/ USA Mountain Dew/ USA Jack Daniel's/ USA	1852 1925 1940 1864
Curran et al (2016)	The Scouts/ United Kingdom	1907
Chelminski and DeFanti (2016)	Fictitious brands	Unidentified
Merchant et al (2015)	Fictitious university/ USA	As in 1891
Micelotta and Raynard (2011)	Family owned businesses/ unidentified	718-1761
Pecot et al (2018)	Lindt/ Swiss Volkswagen/ Germany Ford/USA Skoda/ Czech Republic Theo/USA	1845 1937 1903 1895 Was manipulated
Rose et al (2017)	Mainly a fictitious university/USA	Set as 150 years old
Iglesias et al (2017)	Varied/ Spain	Unidentified
DeFanti et al (2014)	Gucci/Italy	1921/borrowed heritage
Sørensen et al (2018)	Danish retailing cooperative/ negative case of the corporate heritage brand.	1896

**Appendix 1.2: The institutional contexts of the available empirical corporate heritage identities studies.**

The study	Institutional Context	Social context	Year of the Institution's establishment
Balmer (2011b)	The British and Swedish Monarchies	United Kingdom and Sweden	Hundreds of Years now
Burghausen and Balmer (2015)	Shepherd Neame	United Kingdom	1698
Burghausen and Balmer (2014a)	Shepherd Neame	United Kingdom	1698
Balmer and Chen (2015; 2016; 2017)	Tong Ren Tang	China	1669
Blombäck and Brunninge (2016)	A group of fifty five family owned companies	Sweden and Germany	Unidentified
Maier and Anderson (2017)	Grundfos	Denmark	1945

## Appendix 2.1: A detailed overview of a sample of studies that support the notion of the CSR marketing feasibility

The study	Constructs	The theory (if theoretical)	Main Findings
Boenigk and Schuchardt (2013)	<ul style="list-style-type: none"> <li>- CRM Donation magnitude.</li> <li>- Price of luxury offering</li> <li>- CRM donation</li> <li>- purchase intention</li> <li>- Attitude toward charity.</li> <li>- Fundraising success.</li> </ul>	<ul style="list-style-type: none"> <li>- The attribution theory.</li> <li>- The anchoring and adjustment theory.</li> </ul>	<ul style="list-style-type: none"> <li>- The donation magnitude has positive effect on consumers purchase intention of luxury products CRM. The lower the CRM price the stronger will be its effect.</li> <li>- The lower the price of the CRM luxury offers the higher the consumers' purchases intentions.</li> <li>- CRM luxury campaigns improve consumers' attitude.</li> <li>- CRM luxury offerings perform better than fundraising campaigns.</li> </ul>
Melo and Galan (2011)	<ul style="list-style-type: none"> <li>- Corporate social responsibility.</li> <li>- Corporate brand value.</li> <li>- Market based performance.</li> <li>- Size of corporation.</li> </ul>	<ul style="list-style-type: none"> <li>- The instrumental stakeholder theory ( coincidence theory, strategic CSR, enlightened self-interest)</li> </ul>	<ul style="list-style-type: none"> <li>- CSR has positive impact on corporate brand value.</li> <li>- Market based performance and the size of the corporation has more significant effect on corporate brand value than CSR.</li> </ul>
Liu et al, (2014)	<ul style="list-style-type: none"> <li>- Environmental CSR</li> <li>- brand preference</li> <li>- social CSR</li> <li>- Stakeholder CSR.</li> <li>- Perceived brand quality.</li> </ul>		<ul style="list-style-type: none"> <li>- Societal CSR, environmental CSR, and Stakeholders CSR positively impact brand preference.</li> <li>- Stakeholders CSR are the strongest in impacting customers' brand preference.</li> <li>- Perceived brand quality partially mediate the relationship between CSR performance and brand preference.</li> </ul>
Sen and Bhattacharya (2001)	<ul style="list-style-type: none"> <li>- CSR information</li> <li>- New product quality info.</li> <li>- CSR support.</li> <li>- Consumer-company congruence.</li> <li>- CSR domain.</li> <li>CSR-corporate ability beliefs.</li> </ul>	<ul style="list-style-type: none"> <li>- the social identity theory</li> </ul>	<ul style="list-style-type: none"> <li>- CSR initiatives positively affect company evaluations. This relationship is mediated by consumer-company congruence and moderated by consumers' support of the CSR domain.</li> <li>- CSR efforts affect consumers' purchase intentions directly and indirectly.</li> <li>- Consumers' beliefs about CSR- corporate ability trade-offs play a key role in determining consumers' company evaluation and consumer-company congruence.</li> </ul>

The study	Constructs	The theory (if theoretical)	Main Findings
	<ul style="list-style-type: none"> <li>- Company evaluation.</li> <li>- Purchase intention.</li> </ul>		
Bhaduri and Brookshire (2015)	<ul style="list-style-type: none"> <li>- Attitude towards brands' social responsibility message.</li> <li>- customers' pre-schema about the brand social responsibility</li> <li>- Customers' post-schema.</li> <li>-information transparency.</li> <li>-source of message.</li> </ul>	<ul style="list-style-type: none"> <li>- The schema congruity theory.</li> <li>- information processing theory of consumer choice</li> </ul>	<ul style="list-style-type: none"> <li>- Attitude towards brands' SR message will be more favourable when consumers' pre-schema is more congruent to the fact that brand is socially responsible than the opposite case.</li> <li>- Consumers' post-Schema mediate the relationship between their pre-schemas and attitude towards a brand SR message.</li> <li>- Info transparency moderates the relationship between consumers' pre-schemas and their post-schemas.</li> </ul>
Moosmayer and Fuljahn (2010)	<ul style="list-style-type: none"> <li>- Gender</li> <li>- Consumer perception.</li> <li>- Consumer attitude</li> <li>- Donation size.</li> <li>Consumer goodwill towards CRM campaign.</li> <li>- Consumer perception of the benefit to the NPO.</li> <li>-consumer's perception of the firm behaviour.</li> <li>- Consumer attitude of product involved.</li> </ul>		<ul style="list-style-type: none"> <li>- compared to men, women have more positive perception of a firm behaviour that engages in a CRM campaign.</li> <li>- Compared to men, women have more positive attitude towards products involved in a CRM campaign.</li> <li>- The larger the donation size the greater the consumer goodwill toward CRM campaign, and the more supportive the consumer perception of the NPO's benefit.</li> </ul>
Tian et al, (2011)	<ul style="list-style-type: none"> <li>- Consumers' awareness of CSR</li> <li>- Corporate evaluation.</li> <li>- Product association.</li> <li>- Purchase intention.</li> <li>- Consumers' perceived CSR.</li> <li>- Consumer trust of CSR.</li> <li>- Product category.</li> <li>- Consumers' demographics.</li> </ul>	<ul style="list-style-type: none"> <li>- The information processing theory (IPT).</li> <li>-The elaboration likelihood model theory.</li> </ul>	<ul style="list-style-type: none"> <li>- A higher level of consumers' awareness of CSR leads to more positive consumers' purchase intentions.</li> <li>- Consumers' trust of CSR mediates the relationships between consumers' perceived CSR (CPCSR) and their corporate evaluation.</li> <li>- A higher level of consumers' perceived CSR leads to higher level of consumer corporate evaluation, product association, and purchase intention.</li> <li>-product category (experience goods) moderates the relationship between consumers' perceived CSR and their product associations and purchase intentions.</li> </ul>



The study	Constructs	The theory (if theoretical)	Main Findings
Deng (2012)	<ul style="list-style-type: none"> <li>- Enterprise's ethical behaviour.</li> <li>- Consumer's ethical awareness.</li> <li>- Consumer's cognitive effort.</li> <li>- Ethical feeling fairness.</li> <li>- Ethical motivation judgment.</li> <li>-purchase intention's change,</li> <li>-consumer's CSR-CA belief.</li> <li>- Consumer's institutional rationality.</li> </ul>		<ul style="list-style-type: none"> <li>- Consumers can be classified into three large groups : the negative response group, Zero response group, and positive response group</li> <li>- Consumer's ethical awareness is significantly positively correlated with the negative response and positive response.</li> </ul>
Öberseder et al (2014)	<ul style="list-style-type: none"> <li>- CSR domains importance.</li> <li>- Consumers' perception of CSR efforts (CPCSR).</li> <li>- Consumers' company evaluations.</li> <li>- Customer-company identification.</li> <li>- Purchase intentions.</li> </ul>	<ul style="list-style-type: none"> <li>- The social identity theory.</li> </ul>	<ul style="list-style-type: none"> <li>- Consumers attach different importance to the specific domains of CSR. Domains of customers, employees, and the environment are the most relevant ones.</li> <li>- Consumers' perceptions of a company's CSR effort are positively related to consumers' evaluation of a company.</li> <li>- The more consumers identify with a company, the more positively they assess the company's CSR engagement.</li> <li>- Consumer-company identification mediates the relationship between CPCSR and purchase intentions.</li> <li>-there is no direct positive relationship between CPCSR and purchase intentions.</li> </ul>
Chomvilailuk and Butcher (2013)	<ul style="list-style-type: none"> <li>- perceptions of CSR reputation</li> <li>- Consumer linking for the bank.</li> <li>- Perception of CSR initiative.</li> <li>- Customer's orientation to CSR</li> </ul>	<ul style="list-style-type: none"> <li>- The consistency theory.</li> <li>- The social judgement theory.</li> </ul>	<ul style="list-style-type: none"> <li>- Positive perceptions of CSR reputation will have a positive effect on consumer liking for the bank.</li> <li>- Positive perception of the CSR initiative will have a positive effect on consumer liking for the bank.</li> <li>- Customer's positive orientation to community will have positive effect on the relationship between CSR initiative and CSR reputation and consumer liking for the bank.</li> </ul>

The study	Constructs	The theory (if theoretical)	Main Findings
	- Customer's orientation to community.		
Luo and Bhattacharya (2006)	<ul style="list-style-type: none"> <li>- CSR initiative</li> <li>- Customer satisfaction.</li> <li>- Market value.</li> <li>- Corporate ability</li> </ul>	- The exploration learning theory.	<ul style="list-style-type: none"> <li>- All else being equal, firms that are viewed more favourably for their CSR initiatives enjoy greater customer satisfaction.</li> <li>- All else being equal, firms that are viewed more favourably for their CSR initiatives enjoy greater customer satisfaction.</li> <li>- Corporate ability (innovativeness capability and product quality) moderates the relationship between CSR and market value. The relationship will be negative for firms with low corporate abilities but will be positive for firms with high corporate abilities.</li> <li>- A firm's customer satisfaction at least partially mediates the moderated relationship between CSR and market value.</li> </ul>
Robinson et al., (2012)	<ul style="list-style-type: none"> <li>- Choice of cause.</li> <li>- Consumers' reactions.</li> <li>- Perceptions of personal role in helping the cause.</li> <li>- Collectivists (vs. non-collectivists).</li> <li>- Perceived fit.</li> <li>- Goal proximity (how close the charity is from accomplishing its goal).</li> </ul>		<ul style="list-style-type: none"> <li>- Consumers have more positive reactions to products that are linked to a CRM campaign when they are allowed to select the focal cause of the campaign than when the company selects the cause.</li> <li>- This positive effect is mediated by enhanced perception of personal role in helping the cause.</li> <li>- This positive effect is greater for collectivists' consumers.</li> <li>- This moderating effect is mediated by enhanced perceptions of personal role in helping the cause.</li> <li>- The relationship between consumer choice of CM cause and consumer reactions to company's products is stronger when perceived fit between the company and the cause is low. When fit is high, choice of cause does not have significant effect on consumer reactions.</li> <li>- The moderating effect of fit is mediated by enhanced perception of personal role in helping the cause.</li> <li>- Allowing consumers to select the cause of the CM campaign has a negative effect on consumer reactions to a</li> </ul>

The study	Constructs	The theory (if theoretical)	Main Findings
			<p>company's products when the consumers are provided with information that the charities are far from accomplishing their goals. Such an effect is not observed when charities are close to accomplishing their goals.</p> <ul style="list-style-type: none"> <li>- The effect of goal proximity and choice is mediated by decreased perceptions of personal role in helping the cause.</li> </ul>
Andrews et al., (2015)	<ul style="list-style-type: none"> <li>- Cause marketing.</li> <li>- Price discount.</li> <li>- Warm-glow good feelings.</li> <li>- Purchase intentions.</li> </ul>	<ul style="list-style-type: none"> <li>- The theory of warm-glow giving.</li> </ul>	<ul style="list-style-type: none"> <li>- The mere presence of a CM donation in a promotional offer can generate significantly more sales purchases.</li> <li>- The impact of CM on consumer purchases is moderated by price discount. CM will have its highest impact only at a moderate price discount level.</li> <li>- Consumers' warm-glow good feelings of CM are the underlying process for the impact of CM on purchase intentions.</li> </ul>
Ailawadi et al., (2014)	<ul style="list-style-type: none"> <li>- Retailer CSR: environmental friendliness, Community support, local products, and employee fairness.</li> <li>- Attitude towards the store.</li> <li>- Share of wallet (SOW)</li> <li>- Consumer heterogeneity: CSR-Corporate ability belief, CSR-Cost belief, Demographics, Grocery budget.</li> </ul>	<ul style="list-style-type: none"> <li>- The theory of planned behaviour.</li> </ul>	<ul style="list-style-type: none"> <li>- CSR perceptions have a direct effect on SOW as well as indirect effect through attitude toward the store.</li> <li>- The total effect on SOW varies substantially across segments and CSR activities. Among four types of CSR activities in our study, selling locally produced products has strong universal appeal.</li> <li>- Consumers' can be distinguished based on education, age, income, and belief that CSR activities limit a firm ability to effectively serve its customers.</li> </ul>
Wang (2014)	<ul style="list-style-type: none"> <li>- Cultural orientation.</li> <li>- Attitude toward CRM.</li> <li>- Individual charitable giving as a social norm.</li> <li>- Gender.</li> <li>- Demographics.</li> </ul>	<ul style="list-style-type: none"> <li>- The Social norm theory of sociology.</li> <li>- The cultural dimensions theory.</li> </ul>	<ul style="list-style-type: none"> <li>- American participant tended to agree that individual charitable giving was a shared and expected social norm, whereas Chinese participants took a neutral stand on this issue.</li> <li>- The American sample showed that women, people with stronger horizontal collectivism orientation, and those who perceived individual charitable giving as a social norm</li> </ul>

The study	Constructs	The theory (if theoretical)	Main Findings
			<p>tended to have more positive attitude toward CRM.</p> <ul style="list-style-type: none"> <li>- The Chinese sample showed that people with stronger horizontal individualism, horizontal collectivism, and vertical collectivism tended to have a more positive attitude toward CRM. In addition, gender and individual charitable giving as a social norm were not significantly associated with attitude toward CRM.</li> </ul>
Lafferty and Edmondson (2014)	<ul style="list-style-type: none"> <li>- Human and health services cause.</li> <li>- Animal and environmental causes</li> <li>- Attitude toward the brand.</li> <li>- Attitude toward the cause.</li> <li>- Attitude toward the alliance.</li> <li>- Purchase intentions.</li> <li>- Brand familiarity.</li> <li>- Cause importance.</li> </ul>	<ul style="list-style-type: none"> <li>- Self-categorization theory.</li> </ul>	<ul style="list-style-type: none"> <li>- For attitude toward the brand, there were no significant differences between health, human services, and animal or environmental cause categories.</li> <li>- For attitude toward the cause, both the health and human services cause categories for the high familiarity/importance condition had a greater effect on attitudes toward the cause than animal and environmental cause Categories.</li> <li>- For the low familiarity/importance condition, only human services had a significantly greater effect on attitude toward the cause than animal or environmental cause categories.</li> <li>- For attitude toward the alliance, the human services cause category had a more significant effect than animal, environmental, or health for both the high and low cognizance conditions.</li> <li>- Finally, the non-significant findings for purchase intentions in both high and low conditions indicate that the category from which the cause comes is not particularly relevant to the consumer when it comes to purchasing the product.</li> </ul>
Alcañiz et al (2012)	<ul style="list-style-type: none"> <li>- CSR associations.</li> <li>- Corporate ability associations.</li> <li>- Brand attitude.</li> <li>- Product purchase intentions.</li> <li>- Intention to support social</li> </ul>	<ul style="list-style-type: none"> <li>- Information accessibility–diagnosticity.</li> <li>- Social identity Theory.</li> <li>- The theory of reasoned action.</li> </ul>	<ul style="list-style-type: none"> <li>- CSR associations perceived in a CRM campaign positively influence brand attitude.</li> <li>- In a CRM campaign, brand attitude positively influences product purchase intention.</li> <li>- In a CRM campaign, brand attitude positively influences intention to support the social cause.</li> <li>- In a CRM campaign, when cause–brand fit is high, CSR</li> </ul>

The study	Constructs	The theory (if theoretical)	Main Findings
	<p>cause.</p> <ul style="list-style-type: none"> <li>- cause-brand fit (high vs. low)</li> <li>- Purchase intentions.</li> </ul>		<p>associations influence on brand attitude is higher.</p> <ul style="list-style-type: none"> <li>- In a CRM campaign, when cause–brand fit is low, CA associations influence on brand attitude is higher.</li> <li>- In a CRM campaign, when cause–brand fit is high, brand attitude influence on consumer intent to support NPO is higher.</li> </ul>
Jeong et al., (2013)	<ul style="list-style-type: none"> <li>- Brand page with CRM vs Sponsorship (CS) vs. without either of them.</li> <li>- Intention to join the brand page.</li> <li>- Intention to invite others to the brand page.</li> <li>- Outcome expectancy.</li> <li>- Gender.</li> <li>- Brand type (symbolic vs. functional).</li> </ul>	- Impression management theory.	<ul style="list-style-type: none"> <li>- Consumers who are invited to a brand page with CRM generate the highest intention to join the brand page and the highest intention to invite others to the brand page.</li> <li>- Consumers who are invited to a brand page with CRM are more likely to expect that their joining or inviting on the brand page leave favourable impression on others, followed by those who are invited to the brand page with CS, and those who are invited to the brand page without either CRM or CS.</li> <li>- Outcome expectancy mediates the effect of CSR on the intention to join and to invite.</li> <li>- The brand type symbolic (vs. functional) is a moderator in the relationship between CSR and the intention to join the brand page.</li> </ul>
Skard and Thorbjørnsen (2013)	<ul style="list-style-type: none"> <li>- CSR info source (publicity vs. advertising).</li> <li>- Brand reputation (high vs. low).</li> <li>- Brand evaluations.</li> <li>- Sponsorship attitude.</li> <li>- Persuasion knowledge.</li> <li>- Perceived fit.</li> </ul>	- Classical communication Theory.	<ul style="list-style-type: none"> <li>- There is an interaction effect between CSR information source and brand reputation on brand evaluation, such that (a) publicity generates more positive brand evaluations than advertising for high-reputation sponsors and (b) advertising generates more positive brand evaluation than publicity for low-reputation sponsors.</li> <li>- Sponsorship attitude, persuasion knowledge, and perceived fit mediate the above interaction effect.</li> </ul>
Nan and Heo (2007)	<ul style="list-style-type: none"> <li>- Advertising message with a CRM (vs. without).</li> <li>- Brand-cause fit.</li> <li>- Attitude toward the ad.</li> <li>- Attitude toward the brand.</li> </ul>		<ul style="list-style-type: none"> <li>- Exposure to an advertising message with a CRM component involving high brand/cause fit will lead to more favourable attitude toward the company than exposure to a similar advertising message without a CRM component.</li> <li>- The impact of the level of brand-cause fit (high versus</li> </ul>

The study	Constructs	The theory (if theoretical)	Main Findings
	<ul style="list-style-type: none"> <li>- Attitude toward the company.</li> <li>- Individual's brand consciousness (high vs. low).</li> </ul>		<p>low) on attitude toward the ad, and attitude toward the brand will be more pronounced for individuals high (versus low) in brand consciousness.</p>
Torelli et al, (2012)	<ul style="list-style-type: none"> <li>- The presence vs. absence of CSR info.</li> <li>- processing fluency (in disfluency)</li> <li>- Brand evaluations.</li> <li>- Brand concept (self-enhancement, openness, conservation).</li> <li>- Consumer's mind-set (abstract vs. concrete).</li> </ul>	<ul style="list-style-type: none"> <li>- Theory of human values.</li> </ul>	<ul style="list-style-type: none"> <li>- Communicating the CSR actions of a luxury brand concept causes a decline in evaluations.</li> <li>- A luxury brand's self-enhancement concept is in conflict with the CSR information's concept which causes disfluency and a decline in evaluations.</li> <li>- These effects do not emerge for brands with <i>openness</i> (i.e., following emotional pursuits in uncertain directions) or <i>conservation</i> (i.e., protecting the status quo) concepts that do not conflict with CSR.</li> <li>- The effects for luxury brand concepts disappeared when the informativeness of the disfluency was undermined but were accentuated in an abstract (vs. concrete) mind-set.</li> </ul>
Mejri and Bhatli (2014)	<ul style="list-style-type: none"> <li>- Social quality.</li> <li>- Social quality of private label.</li> <li>- Perceived quality of the private label.</li> <li>- Loyalty intentions towards the brand.</li> <li>- Loyalty intentions towards the retailer.</li> <li>- Loyalty intentions to the private label.</li> <li>- Universalism values.</li> <li>- Power values.</li> <li>- Perceived effectiveness.</li> <li>- Private label competitiveness.</li> </ul>		<ul style="list-style-type: none"> <li>- The social quality has a positive effect on perceived quality of the private label.</li> <li>- The social quality of the PL improves the intention of loyalty towards the brand.</li> <li>- The social quality of the PL improves the intention of loyalty towards the retailer.</li> <li>- The perceived quality of social responsible PL has a positive influence on the intention of loyalty to the PL and towards the retailer.</li> <li>- Universalism values positively influences the perceived quality of PL.</li> <li>- The competitiveness of PL positively influences the perceived quality of PL with social quality, loyalty to the PL with social quality and loyalty to the retailer.</li> </ul>

The study	Constructs	The theory (if theoretical)	Main Findings
Koschate-Fischer, Stefan, and Hoyer (2012)	<ul style="list-style-type: none"> <li>- Company donation amount.</li> <li>- Willingness to pay for a product with a social cause.</li> <li>- Customer's attitude toward helping others</li> <li>- Customer's warm glow motive (more vs. less).</li> <li>- Customer's cause involvement.</li> <li>- Customer's cause organization affinity.</li> <li>- Company-cause fit.</li> <li>- attributed company motive.</li> <li>- Product type (utilitarian vs. hedonic).</li> <li>- Type of consumption (privately vs. Publicly).</li> </ul>	<ul style="list-style-type: none"> <li>- The attribution theory.</li> </ul>	<p>The relationship between the company donation amount and WTP for a product linked with a social cause is positive and concave.</p> <ul style="list-style-type: none"> <li>- The stronger the customer's warm glow motive, the stronger is the impact of the company donation amount on WTP for a product linked with a social cause.</li> <li>- The stronger the customer's cause involvement, the stronger is the impact of the company donation amount on WTP for a product linked with a social cause.</li> <li>- The greater the customer's cause organization affinity, the stronger is the impact of the company donation amount on WTP for a product linked with a social cause.</li> <li>- Attributed company motives mediate the moderating role of company-cause fit on the donation amount effect on WTP (mediated moderation).</li> <li>- The negative moderating effect of company-cause fit on the donation amount-WTP link is more likely to occur in the case of a utilitarian product than a hedonic product.</li> </ul>

**Appendix 3.0: A part of the pre-primary data collection assessment for the three selected banks; to keep the banks anonymous some words have been whitened. Thus, they appear in the text as blank spaces.**

- Discussion of Balmer's (2013) criteria of corporate heritage institutions:

For a corporate institution to be categorised in the corporate heritage institutions category, which is a unique and exclusive category of institutions (Balmer et al., 2006; Urde et al., 2007) it should fulfil specific criteria. A new and a maturer conceptualisation for these criteria was recently introduced by Balmer (2013) in his seminal conceptual paper "Corporate heritage, corporate heritage marketing, and total corporate heritage communications" published in the *Corporate Communications: An International Journal*. Building on Balmer et al.'s (2006) and more importantly on Urde et al.'s (2007) conceptualisation, Balmer (2013) argued and then empirically proved (Balmer and Chen, 2015) his foundational precepts of corporate heritage institutions which were simplified by him into six criteria (Balmer, 2013): 1- Omni-temporality, 2- Institution trait constancy, 3- External/internal tri-generational hereditary, 4- Augmented role identities, 5- Ceaseless multigenerational stakeholder utility; and 6- Unremitting management tenacity. Surely, we do not expect to have all the three cases qualified along the six criteria, this is due to the fact that these institutions and in comparison to the institutions/brands that have been contexts for similar studies are actually evolving corporate heritage institutions as they are relatively young ranging between 56-61 years only and have been operating in a young or at least relatively younger social context.

#### **1- The Omni-temporality criterion**



As explained in the table (Table 2) below an institution's heritage, and in contrast to an institution's history, interact with three-time frames, past, present, and the prospective future (Balmer, 2013). As Urde et al. (2007) indicated, heritage is that part of a brand's (institution's past too) past that is still relevant, and as said by Hudson (2011), more accurately advantageous for the current and prospective future marketing planning. According to Balmer (2013), the value of the brand heritage, and specifically its Omni-temporality feature resides in its ability to function as existential anchors and a consciousness sourcebook of time, places, and self-identity for individuals, groups, and nations.

Table 2: Balmer's (2013) criteria of corporate heritage institution/brand

Omni-temporality.	A corporate heritage should interact with three time frames; the past, the present, and the prospective future. Interactivity here means that the corporate heritage should be meaningful and relevant for all times.
Institutional trait constancy.	According to Balmer (2013), a corporate heritage will be meaningful if the corporate/institution has been maintaining consistency in at least one of the following eleven traits: 1- ownership, 2- organization type, 3- organizational rationales, cultures, and ethos, 4- Product and service focus, 5- manufacturing processes and the delivery of services, 6- quality levels, 7- location (country and territory of origin), 8- group and class associations, 9- design and style corporate heritage design, 10- sensory utilization, 11- corporate communications (For more explanations and examples please refer to Balmer (2013)).
External/internal tri-generational hereditary.	To fulfil this criterion an institution should have a corporate identity trait(s) that have endured for at least fifty years. Moreover, these multi-generational institutional identities trait(s) should have been passed from a generation to another. These generations are either internal (successive

	generations of family ownership and/or managers, and employees) or/and external (successive generations of customers and other stakeholders).
Augmented role identities.	To be of meaningful heritage, an institution should be imbued with at least one significant non-corporate identity (s). Yet, the institution should be representing these unique identity traits in multi-generational mode (for not less than 50 years). These are; 1- temporal identities (identity of time), 2- territorial (identity of place), 3- cultural (identity of culture), 4- social (identity of peoples), and 5- familial (identity linked to ancestry).
Ceaseless multigenerational stakeholder utility.	To be classified in the corporate heritage organisations' category, it is necessary for an institution to demonstrate how it has been providing utility for consecutive generations of its stakeholders.
Unremitting management tenacity.	To survive, the heritage needs to be put at the custody of a knowledgeable management that is willing to work diligently and vigilantly in protecting and investing it.

## 2- The institution trait constancy

According to Balmer (2013), an institution should have at least one or two institutional traits that have been constant throughout the institution's life, or arguably, for a minimum of 50 years to be considered an institution of genuine heritage. In addition, Balmer discussed 11 different traits that in addition to their fundamental role as corporate identity anchors they can also take the role of corporate heritage identity anchors (for an overview of them refer to Balmer, 2013, p. 309-311).

### **3- external/internal tri-generational hereditary**

According to Balmer (2013), the corporate heritage has ancestral, legacy, and hereditary aspects. Definitely, these aspects contribute a lot to the public's perceived value of corporate heritage institution as they make them more connected to the present and more extendable to the future as much as they are connected to the past.

This criterion is closely related and founded on the longevity element of the heritage quotient model (Urde et al., 2007). As the word's meaning implies "Long existence or service" (Oxford, 2016), an institution can't continue to exist, and a brand can't continue its service (the promise of need satisfaction) to its customers (in the case of corporate brand, and stakeholders in the case of corporate institution) without, preferably, an unremitted chain of successors (including managers, customers, employees, and others such as suppliers) who are keen on maintaining that legacy and handing it over to future successors. Therefore, and as the process of succession takes place throughout a brand's life but the transformation of legacy to become heritage happens at a specific age of a brand's life (Balmer, 2013, p. 308), it is important to identify the minimum age at which this transformation can take place. In their seminal article and as was discussed in the literature review chapter, Urde and his two colleagues (Urde et al, 2007) argued that a brand can become a heritage one within a generation or two, thus, and considering Balmer's (2013) quantification of the tri-generational criterion to a minimum of 50, it can be safely believed that a brand can become a heritage one at any time during its 20th to its 50th year.

Furthermore, Balmer (2013, p. 312) pointed to the effect of the surrounding environment in determining the age at which an institution can become a heritage one (or with heritage). Although Balmer's (2013) point seems to be obvious to the reader at the outlook, going further trying to conceptualize the surrounding environment effects will stun the reader by its difficulty. And the task will seem to be more difficult when the effects are comparatively conceptualized across context (consider for example how the effect might differ following Hofstede cultural

dimension model and especially the long-term/short-term orientation dimension). Not to mention too that the effect may not only differ in relation to when exactly the phenomenon may emerge, but also in relation to the phenomenon itself in terms of how it emerges, and more importantly the intensity of its emergence. If the above notion gets accepted by the topic's scholars, then it will also be safe to believe that there are many corporate brands with heritage that are still yet undiscovered, and they will remain to be undiscovered until their heritage passes the scholars' threshold of scientific curiosity, and that there will be many institutions in the process of transformation to become heritage institutions at every moment of time.

#### **4- Augmented role identities**

Balmer (2013) believes that in addition to the corporate heritage identity traits mentioned above, corporate heritage institutions should also be closely interrelated with non-corporate heritage identities that enrich institutions' heritages and increase their connectedness to people and enhance the publics' perceived value of them as well. These non-corporate heritage identities are temporal, territorial, cultural, social, and ancestral identities. To meet this criterion, a corporate institution should be found to be conferring at least one or two of these identities to groups, societies (countries and nations), and places in a tri-generational scope.

#### **5- Ceaseless multigenerational stakeholder utility**

According to Balmer (2011a; 2013), corporate heritage institutions are required to have the unique ability to meet the ever-changing needs and wants of its stakeholders and hence creating a utility to different generations of stakeholders at a time and across time too. The continuous satisfaction of stakeholders' needs and the continuous creation and recreation of utility to them should with the passage of time create affinities to the entity and should also authenticate the corporate institution's mission, vision, and promise and consequently making the institution perceived as trustworthy by its stakeholders (Balmer 2011a; 2013).

#### **6- Unremitting management tenacity.**

Starting from Balmer et al (2006), Urde et al (2007), then Balmer (2011a; 2011b; 2011c, 2013), and recently Burghausen and Balmer (2014; 2015) and Cooper et al. (2015), the management aspect of corporate heritage (and sometimes termed as stewardship or custodianship) has repeatedly been raised as an integral part of corporate heritage phenomenon. Unarguably, and at its different levels (individual, institutional, and national) heritage always need to be stewarded and preserved by enlightened management.

### **Evaluating Bank heritage:**

#### **1- The Omni-temporality criterion: the Omni-temporal mission of economic development**

To high extent, and similar to few Jordanian institutions, Bank heritage is intertwined with the history and heritage of Jordan. As a newly established country that has been always a dependent territory, specifically in the modern history, part of different empires and most recently the Ottoman Empire which was then succeeded by the British Empire mandate, Upon the independence in 1946, Jordanians began to work uniformly to develop their country's economy, which is an important priority to maintain and to enforce their country's sovereignty. The task was of formidable difficulty even when compared to the geographically proximate Arab countries which had their independence in a relatively simultaneous time (such as Syria and Lebanon in 1945 from the French mandate, Iraq in 1932 from the British mandate, and Egypt in 1922 from the British mandate) but in contrast to Jordan they are blessed with very valuable natural resources and arguably more rich national heritage (IBP. Inc., 2015) that are unarguably necessary strategic assets for countries' development and advancement (look at Balmer, 2013, p. 303).

Being aware of the country's difficult situation and of the economic challenges that it will encounter and also of the importance of establishing Jordanian financial institutions and a Jordanian financial sector that act as flankers for the government in achieving and fortifying the economic sovereignty and accomplishing the government's developmental goals, a group of a pioneer bankers and financiers

dedicated themselves for establishing national Jordanian banking and financial institutions, and Bank \_\_\_\_\_ was one of these institutions.

A quick look at the timeline of The Hashemite Kingdom of Jordan (Arab-Israeli conflict and its wars including Jordan's Black September war in 1970, Gulf wars, Jordan economic collapse in 1989, and recently the Syrian conflict) and on the country's economic indicators (World Bank, 2016) can tell why the economic development has been the country's mission during its past, present and why it will remain to be its mission for the prospective future. As a Jordanian national banking institution, Bank \_\_\_\_\_ has been a loyal partner for Jordanians in achieving the goal of economic development and social welfare. In its annual report for the year 1980 and on the occasion of celebrating the bank's twentieth anniversary the former chairman and the founder of the bank stated:

“Before twenty years, specifically on the 1st of December of the year 1960 a group of this country elite economists brought this bank into existence desiring to contribute to the development of the national economy and to speed up the development process to make Jordan reach the level of the Self-sufficiency and to take its decent place in our civilized world.”- Translated from the Arabic Language.

Similarly, in the annual reports of 1965 the chairman of board of directors linked between the bank's financial achievements and its role in serving the national economy at the introduction of his letter to the bank's shareholders:

“We are proud that this year's budget continues the bank's progress in serving this country's economy as it shows a rapid increase in numbers of deposits and liquidity ratio which shows the activity of our six branches in Amman, Jerusalem, Jericho, Irbid, Karak, and Jenin.”- Translated from the Arabic Language.

Again, in the annual reports of 1975, the chairman commenced his letter to the Bank's shareholders by making a hint to the year 1974 outstanding results and to the last year's ones to show the bank's role in serving the national economy.

“It pleases the board of Bank \_\_\_\_\_ to introduce to you the annual report for its fifteenth year along with the balance of sheet and the income and losses

statements as they were on the 31st of December, 1975. You definitely remember the amount of progress that the bank has achieved in all of the financial processes in 1974, while the numbers of 1975 come to highlight the role that the bank has performed in serving the Jordanian economy and the status that the bank has occupied in the financial and the economic spheres”

Again, in the annual reports of 1980 and in a time when the Jordanian economy was much less liberal than now and the government used to play a very significant role in the economic and business matters, the chairman reflected on the economic developments that the country achieved and then narrowed the discussion down to the banking sector and to bank as an active partner and flanker to Jordanians in their journey towards developing their national economy:

“During the past twenty years the country has stepped long steps via the wise national planning and the individuals’ innovative efforts, our economy has witnessed a blessed and a comprehensive development in most sectors specially the banking sector and our bank has interacted with this blessed journey. Thus, and in addition to the status that we have reached as pioneering financial institution we also became one of the Jordanian most widely spread banks so we are now present in most of the kingdom’s cities .....in the same time our activities has not been limited to working with the private sector rather it went beyond this to other sectors and especially the public sector as we have supported its economic and industrial projects either in investing or in providing long-term loaning as contribution to supporting the development wheel in our dear country..... “- translated from Arabic language.

In 1992 as well, and upon the privatization program which started in 1986 (Orieqat, 2013), the bank bore its responsibility as a major economic institution and cooperated effectively with the government in achieving the goals of the economic reform:

“In an activation for the private sector’s role and in response to the governmental economic policies that aim at developing and stimulating the Jordanian economy and to provide the production necessities and job opportunities

we contributed to the establishment of a number of main industrial companies such as Jordan Cable Company, International Tobacco and Cigarettes Company, Jordan Steel Company, and the National Industries Company and others”.... - translated from Arabic

In the annual report of 2005 too and on the terrorism incident that targeted three of Jordan’s capital’s main hotels and caused the death of 60 innocent souls and injured more than 100 persons, the bank and as a national economic institution showed its support and solidarity with Jordan and Jordanians by renewing its commitment to the bank’s enduring mission:

“As we remember and ask Allah to have mercy upon the victims of the evil terrorist accident which afflicted our homeland and targeted economic institutions and innocent residents and citizens; we extend our sincere condolences to their families and relatives, emphasizing our confidence in Jordan’s ability, strength, security, stability, the level of economic performance and the investment climate we enjoy as a consequence of the wisdom of our brave leadership, the excellent performance of our wakeful security forces, and the large national and public solidarity, inspiring our attitude from our blessed Hashemite leadership, and confirming our confidence and resolution on moving forward while employing our capabilities to participate and contribute to the success of our homeland and its accomplishments”

In 2010 also, and on the occasion of celebrating its <sup>th</sup> anniversary, and As it appears below the bank’s restressed on its role in working towards the achievement of the economic development by briefly discussing its track record in this regard:

“Since Bank celebrated the launch of its operations in 19 , under the patronage of the late King Hussein Bin Talal, God bless his soul, it has largely contributed to the Jordanian economy and supported local investments through offering comprehensive banking solutions that meet the various needs of clients.....it has also provided financing to national development projects as well as private sector projects, and continued to serve local community through funding initiatives intended to raise the living standards of citizens.”



Recently too, in 2014, the bank's chairman restated the management belief regarding the bank's role as an economic developer and without neglecting the fact that the bank is a profit seeking organization and needs to consider the interests of its shareholders and customers:

“It is our belief that Bank \_\_\_\_\_ does play a vital role in the economic development of the regions it operates in, while still achieving distinguished operating results and maintaining higher customer and stakeholder satisfaction. It is such belief that drives the bank to apply leading practices and best-of-breed tools in managing its financial, technical and human capital to continue to build on its leading local and regional position amongst peers.”

Therefore, and as the bank has been highly associated with the Jordanians' Omni-temporal mission of economic development which in turn is highly related to the Omni-temporal CSR core value of the sense of national responsibility (will be discussed later) it can be believed that the bank's heritage is of Omni-temporal nature as it still represents the Jordanians' economic struggle and their mission of achieving the economic development. Consequently, it is believed that the bank fulfils the first criterion of Balmer's (2013) criteria of corporate heritage institutions.

## **2- The institution trait constancy:**

Examining the institution of \_\_\_\_\_, its website content and annual reports, we find good evidence for three of Balmer's (2013) 11 traits of corporate heritage institutions, namely, organisational type, organisational rationales, and product and service focus. Below is a discussion for each one of them.

### **a- Organization type:**

As Balmer (2013) stated, the type of an institution's ownership (for example Mutuals, partnerships, co-operative..etc.) can provide an entity with a heritage value if it has prevailed over time. According to the annual reports of the year 2015, Bank \_\_\_\_\_ (Bank \_\_\_\_\_, 2015) “was established as a public shareholding limited company.....with an authorised capital of JD 350,000, represented by 70,000 shares at a par value of JD 5 per share”. Since then the bank has maintained its status as a

public shareholding corporation, noting that the Jordanian Banks Law does not allow the establishment of private (non-shareholding) banks unless they are either a branch of a foreign bank, a subsidiary, or an offshore company. In fact, Bank [redacted] was among the first public shareholdings corporations in Jordan and represents one of the Jordanians' first attempts to establish national shareholdings and the third shareholding in the Jordanian banking sector side by side with Cairo Amman Bank.

b- Organization rationale(s):

As Balmer (2013) stated, the reason for which a company was established can accord an entity a heritage value if it has prevailed over time. The rationale for the establishment of Bank [redacted] and as it is shown above was to achieve and to speed up the economic development as it was explained by the former chairman and the founder of the bank in the annual reports of 1980. We believe that this rationale has accorded the bank a heritage value as there is still a persistent need to speed up the development process and to respond to the social/economic needs of Jordanians by creating more job opportunities and by enhancing the country's GDP and the social welfare. According to the World Bank (2016), Jordan is classified as an upper middle-income country with an unemployment rate of 14%, and a debt rate of 86.3% of GDP as projected by the Ministry of Finance for the year 2016 (Jordan Ministry of Finance, 2016). Due to geopolitical reasons, Jordan has never been able to achieve its ultimate economic development goals or to keep working progressively towards their achievement. Therefore, we believe that Bank [redacted]'s rationale for existence can be considered a corporate heritage trait.

C- Product and service focus:

For 56 year now bank [redacted] has been one of the leading banks in Jordan, Providing an assortment of banking and financing services and mainly focusing on corporate customers. Bank [redacted] has been able to sustain its image in the market as a successful national banking institution. According to Fitch Ratings (2014, p. 1), "Bank [redacted] has a long track record of solid profit generation, demonstrating the bank's ability to operate successfully, even in stressed market

conditions". The oldest available report published online by the Association of Banks in Jordan goes back to the year 2006 and shows that the bank was ranked the fifth among all banks in Jordan by securing 6.2% of the banks' total deposits. In terms of banking facilities, the bank was ranked the fourth providing 6.42% of the total banking facilities provided in the year 2006. Moreover, the bank was ranked the fifth in terms of capital with 5.35% of the total banks capital (Association of Banks in Jordan, 2007). However, this was before the recent increase in the bank capital which has moved the bank to the third rank in terms of the size of capital (Association of Banks in Jordan, 2016). Definitely, Bank positive effect on the country's economy and trade is immensely huge and it can be only compared to three banking institutions that are assumed to be banks with heritage similar to Bank and they are Arab Bank (est 1930), Jordan Ahli Bank (est 1956), and Cairo Amman Bank (est 1960). In contrast to Bank, Jordan Ahli Bank, and Cairo Amman Bank, Arab Bank is in fact a Palestinian banking institution that moved its headquarters to Amman and incorporated their as a public shareholding (Arab Bank, 2016) upon the loss of the majority of Palestinians' land in the war of 1948 (Robins, 2004, p. 84).

Definitely, the long track record of profit generation which was praised by Fitch agency (Fitch Ratings, 2014, p. 1), and the bank's increasing amounts of net profits and banking credit facilities (which will be shown later in this section of the chapter) are good evidence of the bank's excellent understanding for the market's environment and customers' needs and want, and they can also prove that the bank has been keen on providing high-quality banking services and customer services. In 2003 the bank's management decided to change its corporate identity which was looked at as a limitation that may prevent the targeting of new groups of customers. Part of this corporate identity change, and probably the most important from a marketing perspective, was the change of the corporate brand slogan from "Bank ...people's bank) which was being used for almost two decades to "Bank ...Excel". When questioned about the reason for this change as the previous slogan was well-known, one of the bank's executives replied:

“...we wanted to tell our clients and our stakeholders that Bank is not only a bank for the low and middle levels income individuals it is also for every individual that seeks to excel...it is the bank for those who want to excel clients, suppliers, employees for everyone that seeks to excel thus the slogan is not only targeting the low and middle levels income individuals it is targeting every stakeholder.” A bank’s senior manager

### **3- external/internal tri-generational hereditary:**

Bank has had three chairmen so far, the first of them who is also the founder was Mr Hussine Sedo Al-Kurdi which occupied the role till 1987. Mr. Al-Kurdi was succeeded by Mr. Tawfiq Shaker Al-Fakhouri who owns 23.4% of the bank’s shares since 1979 (Fitch rating, 2015) and occupied the role till 2007 when he decided to step down given the opportunity of ruling this national institution to a younger generation of managers, specifically, to his son Mr Shaker Tawfiq Fakhouri who has been occupying the position since then. When questioned about the key date of the bank’s history, a Bank executive replied:

“the establishment for sure in 1960 is an important date and the year 1987 when Mr Fakoury took over the chairman of board of directors position he stayed in this position for approximately 20 years and then in 2007 he decided to step down giving the opportunity to a younger generation of managers to his son Mr Shaker and from 2007 till today the bank has passed through a series of developments such as developing the technological infrastructure, the internal and external expansions, enhancing the organizational structures all these enhancements happened during Mr Shaker Fakoury’s reign.”

Therefore, the bank so far has had three chairmen who represent three generations of management and also of ownership. The last two of them are connected through a chain of family ownership and management. In addition to the chairman position, we expect to find other chains of successive managers and employees along the different levels of the bank’s organisational chart. Moreover, but focusing only on the ownership, we found that 1.957% of the bank’s total shares are owned by the bank founder’s grandson (who was also a shareholder too), which represent another tri-

generational chain of successive owners (Securities Depository Centre, 2016). Additionally, and as the bank is among the first in Jordan, maintaining a good track record of profitability and an increasing track record of credit facilities we also expect to find chains of successive individual and corporate clients as trust and commitment are immensely important for the parties of banking transactions.

#### **4- Augmented role identities**

As its name, rationale of existence, and ethos imply, Bank represents the national identity of Jordan. It was established in a very early time of the Kingdom age hoping to reinforce the country's economic sovereignty. Bank's story starting from its establishment as small national banks, the political and economic challenges that it has gone through, then its survival to this current time, and the successes it has achieved represent the national history, heritage, and identity of Jordan. Probably too, the bank represents the territorial and cultural identity of East Jordan as an emerging geopolitical entity that has been dramatically changing due to its pre-determined role as a regional sponge that absorbs all the demographic side effects of the region's crises.

#### **5- Ceaseless multigenerational stakeholder utility**

Building on bank's annual reports, and especially the generally increasing amounts of bank's facilities, capital, owners' equity, profits, customers' deposits, and paid taxes across its history, it can be easily deduced that the bank has been able to create utility for tri-generational groups of stakeholders, namely, shareholders, customers, the governmental economic authorities, and the community in general. The bank has had a variety of products that respond to its different individual and corporate/ organisational customers' needs and wants and has been able to take an advantage out of the advancements in the communication and computer applications technologies to enhance its customers' services and maximise the utilities it provides. For example, individual customers can now get a car loan and without a down payment on the same day of their application (Bank, 2015). In addition to this, the bank now has a team of professional experts which visits the bank's corporate customers regularly to explain the comprehensive

financial solutions on offer. SMEs also are being served by SMEs specialised centres equipped by the “Kinz program” which is a huge SMEs database to increase the effectiveness and the efficiency of these centres. A look at the bank’s annual reports can reveal the developments in the amounts of net profits, dividends, and credit facilities which reflect the amount of utility that shareholders and customers have been having from the bank and also the amount of the indirect utilities that other groups of stakeholders such as the government (through taxes for example) and the community (through needs satisfaction) have been having from the bank.

#### **6- Unremitting management tenacity.**

Aside from a small section on the Bank’s website and also in the bank’s annual reports, Bank management has not shown any explicit attempt to project its heritage or to preserve it. Usually, at these sections, a brief overview of the bank is introduced including its history and status in the market in addition to its heritage in terms of its roles in and its continuous contributions to the investments movements and economic and social development in Jordan. However, the fact that the bank is an evolving heritage institution may be enough to justify the management’s negligence in this regard.

## Appendix 3.1: The interview guide

Interview guide:

Main topic of discussion:

1- The Bank's heritage: past, present, and prospective future.

2- CSR: the bank's CSR strategy, CSR domain, CSR programs, values and philosophies in the CSR regard.

-Thank the participant for agreeing to be interviewed.

-Introduce yourself and inform him/her about the study purpose.

- Remind the participant of the need for recording the interview. Explain why you need to do this and mitigate their confidentiality concerns. Refer to the participant information sheet.

- Explain the participant consent form.

- remind the participant of the interview purpose. Let them know that the recording can be stopped if it is needed to (e.g. to take important or urgent phone calls).

- explain the interview process and introduce the main themes of discussion:

1- The bank nowadays (values and philosophies, identity, marketing communications, market position, stakeholders).

2- The bank's past and prospective future (values and philosophies, identity, marketing communications, market position, stakeholders).

3- CSR strategy and programs (past and present, domains of interest, values and philosophies, stakeholders, community reception, motives).

-Start the interview:

1- Would you please shortly introduce yourself and describe your role, responsibility, and personal history within the bank?

2- What is it special or unique about your bank relative to the other banks in Jordan?

3- If you were assigned the responsibility of chairing a committee to write and publish a book about the bank's history what aspects and facts would you suggest to be discussed in this book?, and why?

4 - The corporate social responsibility (CSR) has become a well-known business concept and practice. How your bank has been adopting and adapting to this relatively new business concept and practice?

-To end the interview... I have no more questions to ask, Is there anything else you would like to add?- Thank the participants.

## Appendix 3.2: The data collection letter for the pilot data collection phase:



College of Business,  
Arts and Social Sciences  
Brunel Business School

Brunel University London  
Kingston Lane  
Uxbridge  
UB8 3PH  
United Kingdom  
[www.brunel.ac.uk](http://www.brunel.ac.uk)

London 21.10.15

To whom it may concern

This is a letter to certify that Mr. AMJAD HASAN MOHAMMED JAMEL AL-AMAD is a PhD student at Brunel University London, conducting research for his PhD degree in the concept of Corporate Heritage. Therefore, we kindly ask you to co-operate with him to achieve his research goal on time. Please be reassured that Mr. Al-Amad is required to comply with Brunel University London code of research conduct during his research project, and will thus take confidentiality of data collected at the utmost care.

For more information or any concerns regarding Mr. Al-AMAD's project please do not hesitate to contact me.

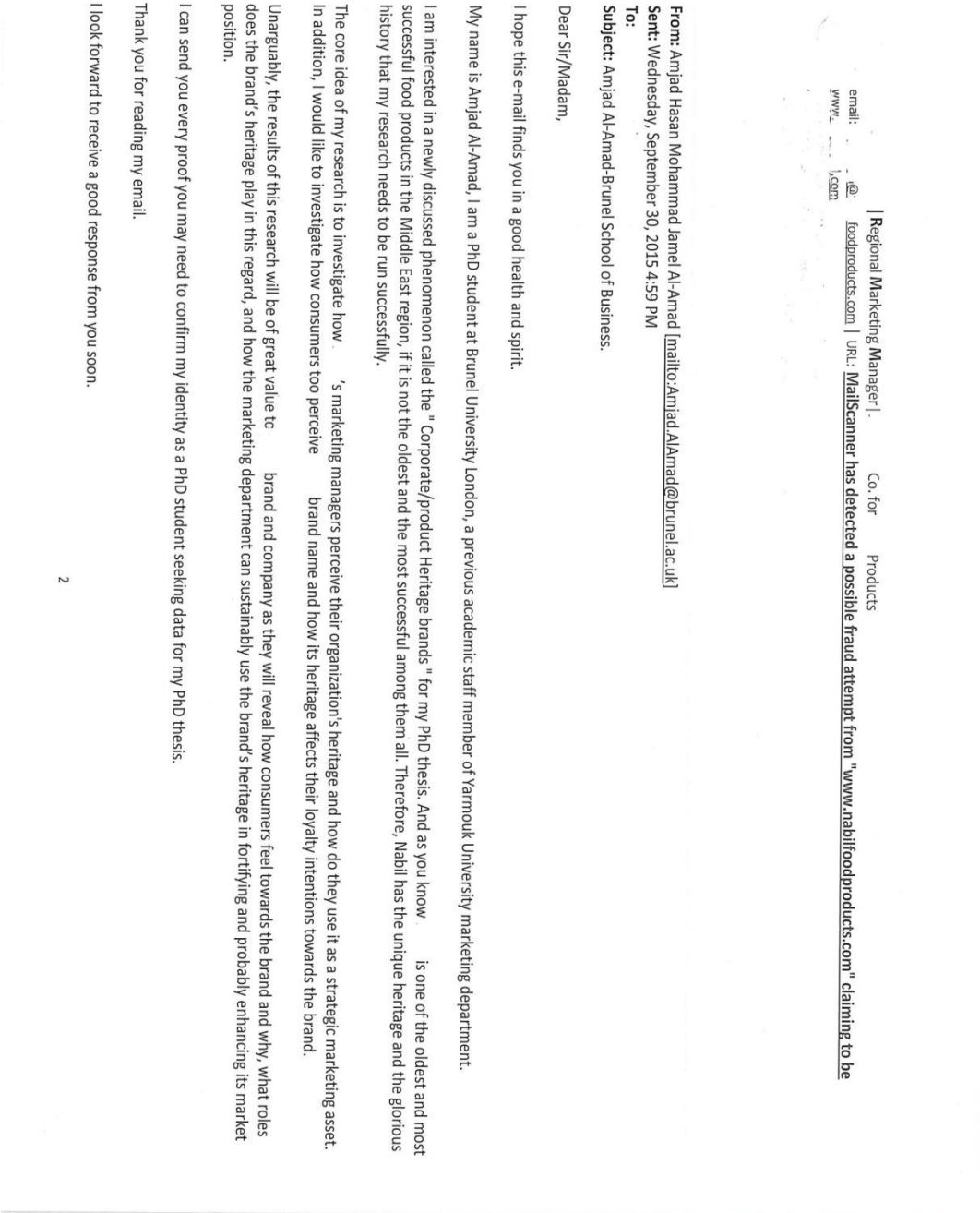
**Christina Scandeli** PhD, MSc, MBA  
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**Brunel University London**  
College of Business, Arts and Social Sciences  
Brunel Business School

Eastern Gateway Building, Brunel University London, Uxbridge, UB8 3PH, United Kingdom



### Appendix 3.3: Examples of the communications conducted to secure access for the pilot data collection phase:



**Amjad Hasan Mohammad Jamel Al-Amad Student]**

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**From:**

**Sent:** 30 September 2015 15:46

**To:** Amjad Hasan Mohammad Jamel Al-Amad

**Subject:** RE: Amjad Al-Amad-Brunel School of Business.

**Follow Up Flag:**

Follow up

**Flag Status:**

Flagged

Dear Amjad,

Hope this email finds you in good health.

It's our pleasure to help you in your thesis and we will do our best to support you and others like you no matter what since it's about learning.

My name is [REDACTED]; Regional Marketing Manager for [REDACTED] since 8 years, I need from your side please two things:

- Proof as a student to support you in a professional way since we will provide you with a strategy for the Marketing.
- Provide me with what you need exactly and I promise to deliver you what I can according to my understanding to your brief.

Call me [REDACTED] ONLY please & for sure we wish you all the success in your thesis.

If you have further inquiries, it will be my pleasure to response at any time.

Regards,

P.O. Box Amman, Jordan Consulting

Please consider the environment before printing this e-mail

**From:** Anjad Hasam Mohammad Jamel Al-Amad [mailto:Anjad.ALAmad@brunel.ac.uk]  
**Sent:** Wednesday, September 30, 2015 4:06 PM  
**To:** Info Center  
**Subject:** Please forward this email to the marketing department/Manager

Dear Sir/Madam,

I hope this e-mail finds you in a good health and spirit.

My name is Anjad Al-Amad, I am a PhD student at Brunel University London, a previous academic staff member of Yarmouk University marketing department.

I am interested in a newly discussed phenomenon called the "Corporate/product Heritage brands" for my PhD thesis. And as you know is one of the oldest and most successful Hygienic paper in the Middle East region, if it is not the oldest and the most successful among them all. Therefore, has the unique heritage and the glorious history that my research needs to be run successfully.

The core idea of my research is to investigate how 's marketing managers perceive their organization's heritage and how do they use it as a strategic marketing asset. In addition, I would like to investigate how consumers too perceive the brand name and how its heritage affects their loyalty intentions towards the brand.

Unarguably, the results of this research will be of great value to brand and company as they will reveal how consumers feel towards the brand and why, what roles does the brand's heritage play in this regard, and how the marketing department can sustainably use the brand's heritage in fortifying and probably enhancing its market position.

I can send you every proof you may need to confirm my identity as a PhD student seeking data for his PhD thesis.

Thank you for reading my email.

I look forward to receive a good response from you soon.

Best Regards,  
Amjad Al-Amad

Amjad Al-Amad  
Brunel School of Business  
PhD student  
T +44 (0) 1895268128

--  
This message has been scanned for viruses and  
dangerous content by MailScanner, and is  
believed to be clean.

**To:**  
**Subject:** RE: Please forward this email to the marketing department/Manager

Dear Ms.

Thank you very much for your prompt and very polite response.

I do understand the situation that the group has at hand now, And I do wish them all the success in their restructuring process. However, and since I am not planning to begin in the data collection phase before April and maybe before July 2016, I do not think that the restructuring process will prevent cooperation between us.

Best Regards,

Amjad Al-Amad PhD candidate  
Brunel University London  
College of Business, Arts and Social Sciences  
Brunel Business School  
Eastern Gateway Building, Brunel University London, Uxbridge, UB8 3PH, United Kingdom  
T +44 (0) 1895268128

**From:** Sent: 07 October 2016, 12:12  
**To:** Amjad Hasan Mohammad Jamel Al-Amad  
**Subject:** RE: Please forward this email to the marketing department/Manager

This is in reference to the email that was addressed to . Thank you for approaching us and allow me please to answer on behalf of the holding as I work at and we are their official outsourced PR department.

We are very proud of having such a Jordanian talent. And we believe in your thesis and its subject, and thank you for choosing us as a reference. However, unfortunately I will have to apologize as the group is going through a restructuring and all employees are fully engaged with different tasks, and will not be able to assist you.

Thank you for understanding, and we wish you all the success in your thesis.

Best Regards

**Anjad Hasan Mohammad Jamel Al-Amad Student]**

---

**From:** 18 October 2015 08:54  
**Sent:** Anjad Hasan Mohammad Jamel Al-Amad  
**To:**  
**Cc:**  
**Subject:** RE: Please forward this email to the marketing department/Manager

Dear Anjad,

Thank you for your interest in our group.

At this point, all departments are fully engaged with different processes and tasks. And I totally understand your point, but we don't want to delay your work and thesis submission.

Thank you for your understanding and good luck with your next selection.

Best Regards

P. O. Box 51010, Amman  
Tel: 962 770 1000, Jordan



Please consider the environment before printing this e-mail

**From:** Anjad Hasan Mohammad Jamel Al-Amad [mailto:Anjad.Ahmad@brunel.ac.uk]  
**Sent:** Thursday, October 08, 2015 5:06 PM

## Appendix 3.4: The Data collection letter for the primary data collection phase.

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College of Business,  
Arts and Social Sciences

Brunel University London  
Kingston Lane  
Uxbridge  
UB8 3PH  
United Kingdom  
T +44 (0)1895 274000  
[www.brunel.ac.uk](http://www.brunel.ac.uk)

London 19.12.2016

To whom it may concern

This is a letter to certify that Mr. AMJAD HASAN MOHAMMED JAMEL AL-AMAD is a PhD student at Brunel University London, conducting research for his PhD degree in the concept of Corporate Heritage. Therefore, we kindly ask you to co-operate with him to achieve his research goal on time. Please be reassured that Mr. Al-Amad is required to comply with Brunel University London code of research conduct during his research project, and will thus take confidentiality of data collected at the upmost care.

For more information or any concerns regarding Mr. Al-AMAD's project, please do not hesitate to contact me.

A handwritten signature in black ink, appearing to be "JMB", followed by the initials "PP" in a simple, blocky font.

**Professor John M.T. Balmer** BA (Hons). MBA (Dunelm),

PhD, A.Mus.TCL, Dip.M, PGCE

Director of the Centre for Research in Marketing

Tel: +44 (0)1895 265451

Email: [john.balmer@brunel.ac.uk](mailto:john.balmer@brunel.ac.uk)

**Brunel University London**

College of Business, Arts and Social Sciences

Brunel Business School

Eastern Gateway Building, Brunel University London, Uxbridge, UB8 3PH, United Kingdom

**Appendix 3.5: Example of the communications conducted with the banks with regard to the primary data collection.**

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**Amjad Hasan Mohammad Jamel Al-Amad Student]**

**From:**  
**Sent:** 28 September 2017 13:54  
**To:** Amjad Hasan Mohammad Jamel Al-Amad Student]  
**Cc:**  
**Subject:** RE: Amjad Al-Amad/ A thank you email

Dear Amjad,

Thanks for your email and waiting the final research findings from you.

Best Regards,

Head of strategic Planning and Research Dept.

Tel  
Fax  
URL  
P.O.Box      Ammr      Jordan

**From:** Amjad Hasan Mohammad Jamel Al-Amad Student] [mailto:Amjad.AMamad@brunel.ac.uk]  
**Sent:** Thursday, September 28, 2017 3:42 PM  
**To:**  
**Subject:** Amjad Al-Amad/ A thank you email



Dear \_\_\_\_\_,

I hope this email finds you in good health and spirit.

I would like to thank you again for the kind cooperation I had from \_\_\_\_\_ collection on time ~~successfully~~. I am also grateful to his Excellency!

\_\_\_\_\_, and personally from you, which have enabled me to complete the research data who patronised ~~me~~ during the time I spend in your institution.

I am currently in the data analysis stage of the research process, and I will email you the final research findings and recommendations ones I submit my thesis and get examined for the degree. I'm aware of your desire to remain anonymous, and I will keep this in mind while writing up the thesis.

Please thank all your team members on behalf of me. And please also thank all the kind managers who were kind to let me interview them and had enriched my research with their great insights. I know that I had probably caused some amount of discomfort to you and the managers as the tape-recorded interviews approach is not a conventional way to collect research data in Jordan. Please accept my apologies and great appreciation for being willing to do a thing that maybe was little a bit out of the usual comfort zone. I assure you again that the data have been handled with the utmost care, respecting the confidentiality and anonymity of the research participants.

Respectfully,  
Amjad Al-Amad

**Anjiad Hasan Mohammad Jamel Al-Amad Student]**

---

**From:**   
**Sent:** 05 October 2017 12:51  
**To:** Anjiad Hasan Mohammad Jamel Al-Amad Student]  
**Cc:**   
**Subject:** RE: Anjiad Al-Amad/ A thank you email

Dear Mr. Anjiad

Thank you for your email , and we all wish you success and good luck.

Waiting for the final research findings & recommendations.

Best Regards,

**From:** Amjad Hasan Mohammad Jameel Al-Amad Student1 [mailto:[Amjad.Ahmad@brunel.ac.uk](mailto:Amjad.Ahmad@brunel.ac.uk)]  
**Sent:** Thursday, October 05, 2017 2:43 PM  
**To:**  
**Subject:** Ali, and Al-Amad/ A thank you email

Dear ,

I hope this email finds you in good health and spirit.

I would like to thank you again for the kind cooperation I had from you and personally from you, which have enabled me to complete the research data collection on time successfully. I am also grateful to his Excellency who patronised me during the time I spend in your institution.

I am currently in the data analysis stage of the research process, and I will email you the final research findings and recommendations ones I submit my thesis and get examined for the degree. I'm aware of your desire to remain anonymous, and I will keep this in mind while writing up the thesis.

Please thank all your team members on behalf of me. And please also thank all the kind managers who were generous to let me interview them and had enriched my research with their great insights. I know that I had probably caused some amount of discomfort to you and the managers as the tape-recorded interviews approach is not a conventional way to collect research data in Jordan. Please accept my apologies and great appreciation for being willing to do a thing that maybe was little a bit out of the usual comfort zone. I assure you again that the data have been handled with the utmost care, respecting the confidentiality and anonymity of the research participants.

Respectfully,  
Amjad Al-Amad

**Amjad Al-Amad** PhD candidate  
Brunel University London  
College of Business, Arts and Social Sciences  
Brunel Business School  
Eastern Gateway Building, Brunel University London, Uxbridge, UB8 3PH, United Kingdom  
**T +44 (0) 1895268128**

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Except where specifically stated to the contrary, nothing in this message or its attachments constitutes an invitation, offer or acceptance (or an investment, recommendation or investment) or other advice). The message and any attachments are confidential and may be privileged or otherwise protected from disclosure. If you are not the intended recipient, please email the sender, delete this message and any attachments from your system and do not copy the message or any attachment or disclose the contents to any other person.

**Appendix 3.6: An interview transcript example translated into English language for illustration purposes only; to keep the banks anonymous some words have been whitened, thus, they appear in the text as blank spaces.**

Bank 1

Interviewee: A

Interview date: 26/12/2017

Venue: Bank's 1 headquarter

English translation- the texts in Italic were originally spoken in English either by the interviewer or the interviewee.

Interviewer: In the name of God we begin now Mr "A", as I told before switching the recorder on, I'm conducting research on the subject of *corporate heritage*. I try to explore to the extent to which this phenomenon exists in the Jordanian corporations and institutions. I chose the banking sector as it is the most mature, distinct, and *regulated* sector in Jordan. I study three banks: Bank, , and Bank . My aim is to explore these banks managers' managerial understanding of their corporates' heritage, and I focus precisely on the CSR as a possible *trait* of these banks' corporate heritage. My first question is a general one, could you please briefly introduce yourself, your duties and tasks, and your personal history with Bank?

**Interviewee: uhh let my first welcome you here, and may God give you health and strength, I wish you all the success in this. We at Bank (01.08) If I want to explain to you the management's role, our management is divided into four sections [marketing management he means]. And the management [the bank's management he means] has recently decided to group them all *under one umbrella*, and that is the management of marketing, product and business development. Uhh and *at the end of the day it is a business development of the bank, and it is the business development from***

*the business side*, and this requires, I mean we are like a hub and this hub has PR, service quality, marketing, and product development within. And one other additional issue and that is following-up the implementation of the products that are called *non-credit products*, and this is because (02:09) we thought about *how to*, I mean *how to start from scratch* or let us say from the product, you look at the need in the market. Then, you move up to do an *incubation* for that product then you move to the third phase which is the product implementation which should be in accordance with the need (02:40). And after that, you go to the next step which is *how to promote*, you use the right channels in the market then the phase of doing a *maintenance* for that product. We figured out that even if we go through this *cycle one hundred percent correct*, it will not perform its south role because we also need *to keep an eye on the branches*, let me call them points of sales and these are the sales and the *branches*. How can we develop these divisions and their employees to make them good at handling customers (03:19)?. So our role back then can be summarised by these four phases. Now, this thing [the CSR] existed from before, and that is we work within a Jordanian community and that our bank has been working for more than fifty years now, and its establishment happened in a time in which Jordan was also being established. In other words, Jordan was established in 1921 [this is the date of the establishment of The Emirate of Transjordan which was a British protectorate; the modern independent Jordan state was established in 1946]. The bank was established in 1960, Thus the bank's age relative to Jordan's age can be compared to the case of a British institution that is 500 years old now (04:09). Therefore, I say that Bank has a great heritage and it is a well-known bank in Jordan. In the past, banks were merely for the very wealthy people, but nowadays banks exist in everyone's' life, in all our times , and no one can stop using them. *To sustain* banks need to care about their communities, meaning that we make

*the business side*, and this requires, I mean we are like a hub and this hub has PR, service quality, marketing, and product development within. And one other additional issue and that is following-up the implementation of the products that are called *non-credit products*, and this is because (02:09) we thought about *how to*, I mean *how to start from scratch* or let us say from the product, you look at the need in the market. Then, you move up to do an *incubation* for that product then you move to the third phase which is the product implementation which should be in accordance with the need (02:40). And after that, you go to the next step which is *how to promote*, you use the right channels in the market then the phase of doing a *maintenance* for that product. We figured out that even if we go through this *cycle one hundred percent correct*, it will not perform its south role because we also need *to keep an eye on the branches*, let me call them points of sales and these are the sales and the *branches*. How can we develop these divisions and their employees to make them good at handling customers (03:19)? So our role back then can be summarised by these four phases. Now, this thing [the CSR] existed from before, and that is we work within a Jordanian community and that our bank has been working for more than fifty years now, and its establishment happened in a time in which Jordan was also being established. In other words, Jordan was established in 1921 [this is the date of the establishment of The Emirate of Transjordan which was a British protectorate; the modern independent Jordan state was established in 1946]. The bank was established in 1960, Thus the bank's age relative to Jordan's age can be compared to the case of a British institution that is 500 years old now (04:09). Therefore, I say that Cairo Amman Bank has a great heritage and it is a well-known bank in Jordan. In the past, banks were merely for the very wealthy people, but nowadays banks exist in everyone's' life, in all our times , and no one can stop using them. *To sustain* banks need to care about their communities, meaning that we make



profits out of this community because we live in a stable community and as you live in such a community you also have obligations towards this community, and these obligations are actually rights for the community (058:48).

Interviewer: so you have to contribute

Interviewee: what does “these obligations are rights for the community” mean? It means that the community has the right to have banks that *have a certain policy* in this regard. And we do have one for CSR, but it has not been finally approved yet. So we as

Bank we have to have a certain policy and to stick to it and to be approved by the board of directors to be enabled *to keep on and to sustain* our support for the local community in which we operate (06:23). Our presence today is not limited to Amman [the capital] we are present in the other governorates as we approximately have 87 branches 40 or 30 of them are in the capital but the rest are spread across the Kingdom’s areas and the rural locations too.

Interviewer: so you have 87 branches including the West Bank [the West Bank; which is part of the historical Palestine; is no longer part of the Kingdom of Jordan as Isreal occupied it in the War of 1967] branches?

Interviewee: No in Palestine we have 21 branches aside from the 87 branches in Jordan. Our rank has always been either the third or the fourth in terms of the bank size and profits. This, of course, differ according to the bank’s performance during the year, so we are either the third or the fourth. Uhh as I told you before, the bank exists in Jordan and Palestine, and we also have a presence in Bahrain. Additionally, we have “” which is a financial leasing company, and we also contributed 80% of Bank which is a newly established Islamic bank that operates in Palestine. Today, our presence is mainly limited to Jordan and Palestine. For Jordan as I previously told you

Bank is an outstanding and well-established institution and everyone looks at it as a vital institution. And today this institution can't keep working effectively and profitably unless it keeps operating in a *stable* community. Hence, the community has the right to have our support and help (08:11). For this reason, this *CSR policy* has appeared, and since it was set, it adopted the idea of the stakeholders as a whole. The means that we today as \_\_\_\_\_ Bank we deal with clients, employees, suppliers, NGOs, and with the state and its central bank, thus the scope of the focus has expanded as it is no longer limited to the relationship with the clients only. This situation can be exemplified by a circle in which we are the centre of that circle, and all our stakeholders whom I have mentioned are scattered around us in this circle. *So if you want to apply the CSR, you have to have a policy that organises the relationship between our stakeholders and us.*

Interviewer: I will come back to this point you have just mentioned, but before doing so, there is a sub-aspect I need to ask you about, your personal history in the bank, when did you start working for the bank?

**Interviewee: from ten years in 2006**

Interviewer: and you started in this current position?

**Interviewee: in the beginning, I was in the product development department, and I stayed there for six months then I became the head of marketing, and after that, my span of authority was expanded by relocating the product development, quality management, and public relations units to my department.**



Interviewer: this understanding you have just mentioned for CSR how it has evolved throughout the bank's age? When was that point of time in which the bank realised the importance of CSR? When did this comprehensive understanding for CSR evolve?

Interviewee: in the past, we used to work in an unsystematic way, meaning that we had lots of initiatives in Jordan. For example, we used to support Al-Hussien Center for Cancer which is a big medical institution that treats people; we also used to say schools and education are important so we should support them, culture is important too, and it needs support as well as artists. And all institutions in these domains used to approach the bank seeking support, universities, associations, and rural and remote areas' schools...etc. So our CSR work used to be complete chaos that goes without any organisation and has no destination. We also used to have a variety of royal initiatives, for example, her Majesty the Queen, God saves her, once directed to support the "my school initiative" and you know education is one of the most important things to support. Then other, but different royal initiatives arose to support many other things. And when we looked at what we have been offering in terms of CSR we found a complete chaos that has no rationality (12:00), and randomly scattered on different aspects and domains. And this case is correct; I mean you have too [he means it is important to support a mix of initiatives from a mix of domains]. But we later decided to concentrate on the basics, and we asked ourselves what do we want to support today as Bank?, so we decided to focus on three domains: culture, health, and education this has become our focus ever since. But this has not been written yet, it is only a verbal agreement between me, the general manager, and the relevant committees. So we are now willing to support every initiative that is related to either culture, health, or education. It is important to mention the following to you: as an institution, the main reason behind our interest in CSR is that we undoubtedly believe

that our institution can't work productively and can't keep generating profits unless it operates in a healthy community. And in a clean environment, and that we need to sustain it this way. I mean if someone comes to us today telling us that we need to support a program or an initiative because this will reflect back on us, we will reply to him saying that we understand this notion and we agree with it since its first inception. But we just need to make it more organised. There were several proposals to organise it through The Association of Banks in Jordan, and the Central Bank of Jordan, and I attended and participated in all of them. One of these proposals was to dedicate a percentage of each bank's profits for CSR. Another was to make each bank set its own CSR policy in which they will specify the CSR domains they will work in and the percentage of profits they will dedicate to each domain. One more idea was proposed, and that was to make a *pool* in which all banks dump money and to establish a third party, an organisation, that uses these funds according to a pre-agreed upon plan, and percentages for each CSR domain. So far, no entity is assigned the responsibility of organising this subject, and it keeps going without a parenting organisation, with an inadequate planning and studying, and solely arranged on the social relationship basis. Therefore, we set a policy to conduct our CSR that was developed by a group of counsellors to know *how to do the right CSR*. Today, we have reached a point at which we should either establish a third party to be responsible for CSR or let us say to be responsible for the sustainability matters [at the national level he means] or to organise it internally on the micro level by establishing a CSR department that is specialised in CSR. However, if you would like to hear my opinion, I believe that the regulators should impose this needed organisation for CSR to make all banks fulfil their CSR duties. In the *banking* past, we never heard about the risk and the compliance departments, but the regulators made them compulsory for all banks. Therefore, I

believe it must be imposed on banks, and there must be specialists to follow up these matters because as I told you, an institution will never be able to work efficiently unless its community is in right conditions (17:00). Companies are responsible for the community. For us, we always say that the primary target for any institution [profit-seeking institutions he means] is *to increase the wealth of the shareholders, and one of the main pillars [ways] to increase the wealth of the shareholders* is to have the institution live in a healthy community. For this reason, we came out with the notion that the CSR work needs some organisation, but till now there is no organisation for it, and it is still going randomly. We tried as Bank, If you look at our donations, in the past we used to say “donations”, but today our practice of CSR has gone beyond the donation concept because we today donate, help, support, and try to rise to the sustainability concept by involving our employees in the matter. uhh, we now try to be more present, to attend, to follow up, and to feel with those who are targeted and with our CSR partners to understand their issues, problems, and the challenges they face, not only donating them money and then turning our backs to them.

Interviewer: let me go back to the bank *as a whole* because we have gone so deep in CSR, and this is required, but let us postpone it to the latter part of the interview. Now I want to ask the following question: *what is it special or unique about Bank relative to other banks in Jordan?*

Interviewee: all banks are excellent, but our bank has something important that distinguishes it, and that is we focus a lot on culture (19:00). We have a *gallery* in our lobby, and this lobby does not represent any source of income for the bank but in contrary it as an expense to us. As a matter of fact, we do not consider it an expense but an investment. How do we consider it an investment?, today we invite Arab artists to display their paintings, we organise an exhibition for the disabled artists, and all of this

is *exposed*, and people get invited to them. We bring public figures for the opening of the exhibitions, and we sell their paintings, and all the returns go to the artists, we get nothing of them. We organise annual *symposium*, and we invite artists from all over the world around 30 artists to paint and mingle with their Jordanian counterparts. In addition to this, we also organise a national children contest, and we have been doing this for the seventh year now (20:19), this is because we believe that the communities that do not have a sense of art and culture are backwards communities. So, for this reason, we came out with this subject, the subject of supporting arts and culture as one of our CSR domains, we have been doing this in different ways. We organised a books exhibition and invited all the local publishing houses. This is considered one of our strength points, supporting culture and arts in Jordan and we have lots of accomplishments in this regard, and other banks need lots of time to catch up with us in this. We have a high cultural exposure and every day, or every other day we have a press release about our gallery and exhibitions. Can you imagine? A painting contest that all schools' student in Jordan wait for, we give them the painting topics, we provide them with the Fabriano papers to paint. We bring a committee of universities art professors to select the winning paintings, and we buy the best one hundred paintings, and we honour the best painters with monetary prizes. Additionally, the painter who is ranked the first wins trip to Italy to visit the Fabriano factory to see how do they make the well-known painting papers. In its first year, we received around two thousand paintings, today we receive fifteen thousand paintings. You see our community's circumstances today, bad economic conditions and political unrests. But you still need to have the people, at least little a bit, I mean to add some touches to them, as I told you before, communities progress when they appreciate and respect arts, this is why we decided to focus on this aspect, and I consider ourselves to be really distinguished. I

think no other bank has achieved what we have achieved since 2008. So far we have conducted eight exhibitions for children and another six for universities in addition to the books exhibitions and the disabled artists' exhibitions. We have been doing this as part of a clear strategy and *budgeted for every year* and in a sustainable way as it has been being continued for eight years now [in sustainability here he means continuity] (24:11). The second domain is health, we have Al-Hussein Center for Cancer, and there is an annual support for it, now, we will never give up on it because you want to live in a community in which there is health care for such a disease. The third domain we support is education, and as we have an exclusive presence in eight state universities, we feel obligated towards them, so we always follow-up and support their activities and be present with them. These were the main things we do regarding CSR. (25:16).

Interviewer: Apart from your CSR. What is it unique or special about your institution, as a bank, as a profit-seeking institution?

Interviewee: *you mean from a banking perspective?*

Interviewer: *exactly*

Interviewee: I will tell you. *We are the leaders in the retail sector*, today we are, and thanks to God, we have been working on it since 1998. We were the first to introduce personal loans and individual banking products for the retail sector. I mean before

Bank it was impossible to hear that someone got a personal loan (26:04).

But today, even soldiers can get a loan based on their salaries.

Interviewer: and this started in 1998, right?

Interviewee: Yes yes, this happened when banks' managements used to think they are in the market to serve companies and wealthy people only. We were the bank that



changed the whole concept of banking in Jordan, and this was the vision of Mr XYZ when he was the general manager of the bank, he was the one who initiated this initiative. The idea was to transform the bank to become a retail bank, and we were the first to open personal accounts for the public sector's employees, for example, the employees of the ministries of education and health, the retirees, the army men...etc, we were the first bank to open doors for them, *and we have tailored made and created products* for these people. All of them today have salaries' accounts in Bank and got loans and other banking facilities such as personal loans, car loans, housing loans, and credit cards. We changed the culture of Jordan in relation to this subject. Before us no one did such a thing. We used to hand out the salaries to our clients in their job locations, and we created the concept of salary transfer to bank [during that time most of the employees, especially the public sector's ones, used to have their salaries paid directly by the employer. Nowadays, employers transfer the salaries to their employees' banks accounts]. We used to go to the army's barracks to hand out the soldiers' salaries in cash, this was in 2004 and 2005. The other banks did not realise the importance of what we were doing at that time. They were wondering, what does

Bank do, Sarcastically wondering, do they really work to capture salaries which are as low as 200 JD and 150 JD. But look now around you, all banks have opened their door for individual customers, including the low-income ones (28:22), and they have opened them widely too. But today, we possess *the biggest chunk of the public sector's employees* and they have been dealing with us for long time now because we know them and they know us and we offer them the best policy and procedure.

Interviewer: what does your bank stand for or represent in the market?

Interviewee: we uhh, in 2006 we decided to do a rebranding. Why did we do this?,

Bank gone through lots of different phases since the 1960s till now, a series of

ups and downs. So we decided to conduct a study to see the bank's position in the market, and we discovered that when you ask people about banks in Jordan, what are the most important banks in Jordan?, Bank comes in the third rank after the Arab Bank and the Housing Bank. And the farther you go out of the capital, the higher will be the bank's reputability, because *we are not serving Amman only, we are serving* all the other governorates. It is well-known that the majority of those who work in the public sector do not reside in Amman, this is why. So if you look today at the bank from this perspective, you will realise that Bank excels in this aspect. Let me go back to your question, what was your question?

Interviewer: what does the bank stand for? What are the values that the bank represents in the market?

Interviewee: for this reason (30:25) we . We were the pioneering bank in terms of offering retail products. In the beginning, they [the bank's individual clients who are the employees of the public sector] used to receive their salaries in cash through our sales reps. But later we issued them ATM cards, Visa Cards, and then Master Cards, and there were able to use these cards at points of sale and online too. Salaries used to take a long time before being available in in the clients' accounts. Nowadays, they Appear in the accounts on the second day of their transference (31:07), and they now have the online banking systems thus they can conduct their transactions conveniently. Consequently, the individual clients had a massive development in their banking products and services, and the bank has been investing heavily in this market segment. When the year 2006 came some people and based on the bank success and its increasing importance started to talk loudly about the necessity of changing the bank's name [specifically the word , maybe because it refers a non-Jordanian identity aspect], but they said no [they: refer to Allan International company which conducted a study

about the bank to confirm the need for a rebranding; look at the pilot interview you conducted with the same interviewee] we do not advise. The brand name is a well-known one, and it is in the peoples' minds, but there is some dust the covers it, an old bank, old looking branches, *so you need to move to rebranding to do some dusting and polishing*, so we did a campaign for the rebranding. It is not only the logo that was changed, in truth it was a change for branches appearance by changing it from being equipped by old-aged employees to young-aged employees. We also worked more on training and educating our staff and then we began to work on the IRIS recognition matter [the use of the eye print as a security measure]. We are the pioneers in utilising the IRIS technology, and other relevant new technology that may appear. We were the first to offer the "eFAWATEER" service [eFAWATEER is "an electronic system of presenting and paying bills owned by the Central Bank of Jordan and operated by Madfoatcom for Electronic Payments"

source:<https://www.efawateer.com.jo/Pages/InformativePart/index.aspx?enc=xuKzduSTB1z1s9V/Ob/C86K0Q5b9egHpzBlh6ZX4Qds=> ] and the other similar services. I mean that we have always been the pioneers in this, and in the automation aspect too, in addition to retail products. Pioneering in retail banking require huge investments, today we have between 130 to 140 thousand customers who have salary accounts in our bank, and we have around 280 thousand customers in total. Today there are banks that are much bigger than us but they do not have more than 30 thousands customers. So to serve such a huge number of customers, you need to make a massive amount of investments, you need a wide spread of ATMs machines (33:33), and branches to service these peoples. for this reason and since we start the rebranding campaign we have been working on five main aspects: branches renewal, and by this I do not mean superficial changes such as branches colours, but the way we, our previous branches were actually



composed of rooms [ the literal, traditional meaning of a room ]. Nowadays, our branches are composed of a one big hall that is composed of open [transparent] sections, there are sections for customer service, for tellers, and for the branch manager who can oversee everything [through the glass partitions]. We focused on creating a welcoming and openness environment, and we worked a lot on our infrastructure, in 2006 we had 46 branches, and we doubled them in ten years. as you serve the retail sector, you need to be everywhere.

Interviewer: while you were doing all this, what were the values, the meaning that you had in your minds, and you wanted to reflect in the market?

Interviewee: for me, I had one target, we call it the 24/7. It means that we want the bank to become 24/7 available to its customers. To reach this goal, you need to do lots of investments, meaning you need the right core banking system, you need the right call centre, and branches and ATMs that are spread over the Kingdom and, as well as a well trained and knowledgeable staff who knows how to service customers.

Interviewer: so would you agree with me if I say that the bank was trying to achieve highly quality customer service through the five aspects you have just mentioned?

Interviewee: well, basically we had the transparency, openness, and the welcoming as main core values for the brand (36:34) and we were focusing on these values because we deal with the retail customer. Retail banking can't be successfully functioning unless you have a widely intensive spreading for your ATMs and branches and technology savvy employees who know how to serve customers. For me, the accessibility is the most essential and primary value. The accessibility means that I want my bank to be available all the time whether it is a holiday day or a non-holiday day. What does the

**accessibility mean too?, it means the possibility of reaching you as a bank, how can the client use your services and to reach or to have them promptly and efficiently.**

Interviewer: let us assume that you were assigned the responsibility of chairing a committee that works on setting a book or a documentary film about the bank's past and history, what aspects facts would you suggest being mentioned in this book, and why?; the things that you believe should be mentioned, and people should know about Bank today ?

**Interviewee: let me tell you an important thing: today, Bank is a Jordanian institution that was founded by Jordanian financial resources. Look at those who founded the bank, they were six men who differed in their ethnicities and races and religions, but they had one thing in common, and that was the Jordanian nationality.**

**Today, Bank is still owned by Jordanians, other banks in Jordan are not purely Jordanian as much as our bank. The bank's founders are the country's first traders who are either from Syrian, Palestinian, or West Jordanians origins, and their families were the first inhabitants of Amman. The word " " we have in the bank's name is not because of any relationship with , but It is simply because the first branch of our bank was located in the vegetables market [Farm Produce Market] and it was actually a branch of [which was an Egyptian Bank that had a branch in Jordan], and the founders took this entity in bank's assets and thus the Egyptian Bank " " became a shareholder in the new bank (40:33). And today, Bank is a Jordanian institution that is mainly owned by Jordanians.**

Interviewer: what other facts or aspects would you also mention in this book?

**Interviewee: this was one thing. Another thing to mention is that we serve a sector that other banks have been neglecting. Today, we serve the low-income customers, including**

those whose income is less than 200 JDs a month [equivalent to 224 GBP a month]. We give them tailored products and services thus they can get a loan to enhance their living conditions. In addition to this, and as our relationship with the State and its public sector is a marriage relationship [he means very close and intimate relationship], we are today responsible for a part of the State's financial matters. Anyone now who wants to pay the State a fee or an incurred tax can do this at [redacted] Bank. We have the state's consolidated account, and we are their accredited bank for this matter.

Interviewer: Since when you do this for the State?

Interviewee: For four years now. Here is another similar example, the UNHCR and other organisations need to deliver the monthly monetary support to the Syrian refugees in Jordan, and because [redacted] Bank has the IRIS technology [ a technological security measure for more secure and convenient banking through the use of the iris scanning as a mean of identification] these organization has chosen us to deliver the support to those who are supposed to receive it. We have a strength point that is only available in our bank. And that is we are a bank that exists to serve everyone and not only wealthy people. Because currently, most of the banks are increasingly moving towards the boutique bank concept. But for us no, we are a bank for all individuals, for the government and its institutions' employees and therefore, we have a presence there, and we located ATMs at their premises, and we have *catered products* for them.

Interviewer: why all this focus on the State's employees? What is the value or the meaning behind this orientation? (43:26)

Interviewee: I will tell you. It comes from the rule that says low-profit margins but larger sold quantities. *Plus that from a risk appetite point of view it is all about risk. We*

*are a very conservative bank. We are happy with the little but lasting profits we generate. We do not want to make high but risky and thus discontinued profits. Our board of directors have always been concerned about risk, and thus they are conservatives too. Currently, we are trying to open up more to the private sector, and I'm personally working on this right now. But still so far if Mr Amjad works for a state university I am willing to give him housing, car, personal, and educational loans, but if he works for a private university, we would be much more reluctant to do so. We care about risk and risk is something that contradicts with stability, and we are conservative.*and in 2008, and upon the occurrence of the financial crisis, This policy has proved itself correct. All banks found themselves in a situation in which they had to step back and review their strategies and policies, except us. We kept going forward because we rely on a massively big portfolio of small accounts, who are state employees, and hence the continuity of their salaries payments and transference to the bank is assured. Therefore, they incur much lesser risk. We are comfortable this way. We do not want to make 50 or 60 million profits in one year and then have them reduced to 20 million in the following year. As they say, we are going *slowly but surely (45:22)*. This is our policy, it is our source of strength. We have opened up to the corporate, SMEs sectors, and we have now microfinance, and we have opened up too to the private sector too. But still, 85% of our portfolio are retail customers who have been loaned 630 million, 100 million of them are housing loans. These loans are divided over 130-140 thousand customers (46:07). But at the same time, this backfires on us as customers sometimes complain that our branches are crowded. This is why each year we open five new branches, and we have been doing this for a while now, and today we have 87 renovated branches along with an excellent technological infrastructure.

Interviewer: let me, please go back to the book you published on the of bank's golden jubilee occasion. What were the most important aspects of this book? What were the facts you mentioned? And what are their importance?

Interviewee: Today, **Bank is an old institution (47:42), and the idea that our general manager always speaks of, is that the bank's age today represents more than two-thirds of the country's age. So it is important to look back at the bank's history as it is a representation of the country's history and heritage. To write this book, we referred to and studied all the boards' minutes of meetings. The primary motive for doing this was the desire we had to talk about the bank: who were the founders, what is its history, what and where are its buildings, what are its contributions to the development of Jordan, what were the services and the products that he pioneered in. Actually, we were the institution that imported the first IBM computer to the Kingdom; they approached us suggesting to become their agent for the Jordanian market. There is a heritage for the bank, a significant heritage in fact. Additionally, We were the first to introduce the Western union service to the local market and the first to utilise the iris print recognition technology in banking. Do you know that we were the first Jordanian bank to re-open its branches in the West Bank since the occupation in 1967? (49:08) We re-opened our branches there in 1986 [before the signing of the peace treaty between Jordan and Isreal in 1994], and we are still there since then. By the way Bank is very renowned in Palestine. So these were the strength points that we wanted to arise about the bank such as the Jordanian identity of the bank as the bank was established and opened in Jordan by Arab and Jordanian founders. In the book too, we also discussed its history, how it did initiate its operations, how it has been growing and developing over the years, we discussed the bank's history because it is related to the region's history, what happened in 1967, 1973, and 1956. I mean that the bank's history**



reflects a long part of the region's political history (51:05). Of course, everything happened in the region had a reflection on the bank's performance. For example, we still have two opened and operatable branches in Gaza District, but unfortunately, no business has been being conducted in these branches for years now. Thus, these branches have been causing losses due to this political situation, and we have been incurring this cost for the purpose of believing that it is our duty to stand with our people in Palestine and to have a presence there. There are costs and responsibilities that bank has to carry.

Interviewer: so the decision was to keep your presence in Gaza District in spite of the siege?!

Interviewee: you can't layoff these peoples, (52:03) *for the purpose* [for the sake of] of the people themselves. Why would we do such a thing!., have we generated losses at the bank's total level to layoff some employees!!!, these employees have been with the bank for many years now. This was just one example that shows that we are not one hundred percent aiming at maximising the wealth of shareholders. And that is what differentiates us, the humanitarian dimension we have, along with national Arabian, and Jordanian national dimensions. That is the beauty of Bank.

Interviewer: what does the word "heritage" mean to you?

Interviewee: it means everything we have discussed. For us, and as I told you the institution that has no heritage, it has no history, or at least its history has no meaning. For example, If you ask someone about a company and he tells that this company is a 500 years old, you will be amazed. Similarly, today if you look for example at the automobile manufacturers we would definitely prefer a car from a company that is 150 years old rather than a car from a manufacturer that has appeared recently. Did you

get it?, I mean those who have past have history, and in my opinion, they have a bright future too.

Interviewer: Sometimes, stakeholders, the community for example, become sceptical about the CSR practices, about the companies' motive to practise CSR, or about the utility of these efforts, have you ever experienced this in relation to your CSR efforts?

Interviewee: well look, I doubt that this has ever happened to Bank because of its board of directors and owners. I doubt because I know from the top of my knowledge that its owners and board members are keen in doing good for the community as they donate from their personal resources in addition to what the bank does in terms of CSR. I mean they are among those who heavily support CSR and thus they have always been supporters for the bank's CSR. But you know as this is a profit seeking organisation there should be some limitation on size and type of CSR programs you can conduct. Therefore, whenever the bank refuses to support a promising program or a convincing cause due to these limitations, they support it personally, using their other financial resources. At the end of the day, you need to strike a balance between CSR and the appetite of the shareholders. What happens is that the board determines the amount of money that it is willing to spend on CSR. Usually, it is a percentage of profits. And this percentage should be intact; I mean that it does not get reduced to increase the net profits for example. Even if the bank's profits get decreased, it would be still necessary to keep it, because we consider it safety buffer that exists for the community for the purpose of reputation. And even if the bank's profits decreases we keep it, and whenever the profits increase we also increase this percentage. What is important for you to know is that even when the bank's profits fall, this percentage lasts and we do donate (56:09), and it has never been reallocated for something else. I only now wish to expand our CSR and to have the policy authorised and authenticated from

*the board* and to have it implemented at all the levels we discussed. Even for customers, in order to be approved for loaning they should qualify particular CSR-related conditions such as not hiring underaged people, to not be a taxes evader for example. I mean to reach a level at which we will be a one hundred percent sustainable corporation, but surely, this is a very challenging goal and reaching it will need lots of time, but we have set its cornerstone.

Interviewer: so let me summarise your answer for the last question, you believe that the bank has never encountered CSR sceptics in relation to its CSR?

Interviewer: Yes I do feel so. And this because we have a CSR budget that is always being followed and updated and we have never stopped doing CSR. Frankly speaking, I'm sometimes get criticised for not developing our CSR more further, for example for not forcing the employees to get more involved in our community service programs, but I'm working on this right now. So, what I want to say is that the bank's management is genuinely concerned about CSR, and they have never been against it, but in fact, they are the bank's CSR sponsors.

Interviewer: I asked you before a while if you were assigned the responsibility of chairing a committee to set a book about the bank's past. My question now is a bit different to this one. By the way, We are almost done. If were assigned the responsibility of chairing a committee that works on putting and publishing a book about the bank's CSR past and history; about how Bank contributed to the development of the Jordanian community, what aspects and facts would suggest to be mentioned and discussed in this book, and why?

Interviewee: I will one hundred percent repeat the answer I have given to the similar question you asked me before. We are the only bank that reached low-income employees and gave them tailored banking products, in a time at which all other banks



did not even consider them as a viable market. Today even the soldiers have banking cards that they can use to withdraw their salaries or to buy products conveniently. They can also get loans to buy cars, houses, or to educate their sons and daughters in universities, and these loans can be guaranteed by their salaries only. All this is only available at our bank, and this has first helped a lot in achieving the financial inclusion objective in Jordan, and second, has enhanced these people's life conditions. If banks do not assist in accomplishing the economic and the social development who else can assist?!, banks are the best placed to do this. We are indeed proud of what we have done to these people, proud of being the first bank that serviced and penetrated this market segment. Besides this, our gradual expansion and extensive presence across the Kingdom, we have opened branches in locations that no other banks would open in, such as in Bani Kinanh, who other than us would open a branch there?, or in Gour Al-Safi, or in Wadi Mousa. We try to exist in such rural locations to service the peoples who live in these areas. *It is for the purpose of making money, but at the end of the day, we have an agenda to serve those people. So many ATMs and branches do not generate profits (01:00:53), but we keep them open and available just to serve our customers. You can't see other banks adopting such a costly policy; I am absolutely certain of what I am saying.*

Interviewer: the last question and this summarise the whole interview. In your opinion what are the aspects that in their totality they constitute Bank's heritage; what are the pillars of the bank's heritage?

Interviewee: in my opinion, the essence of Bank's heritage is its name, its premises, and its history. In this, I mean that the name, , is a name you can never change. And its premises have been present for a very long time now. Starting from the famous building in the old "vegetables market" in Amman downtown to the

Shabsough building which the bank bought from the liquidated Petra Bank, everyone knows them and sees them. In addition to this, has served a huge chunk of the community members, and it has a great number of customers as it has been in the market for a very long time now. If you look at whose its customers are, you will find people who are very similar to you and me. In my opinion, these are the fundamentals of Bank's heritage.

Interviewer: Would you like to add anything else? Any suggestions to enhance my questions or comments regarding my research topic?

**Interviewee: I only hope this interview was helpful to you**

Interviewer: it was. Thank you very much. Let us now turn the recorder off (01:03:02).

## Appendix 3.7: Examples of the open coding process and the resultant open coding tables:

Bank 1

Interviewee: A

Interview date: 26/12/2017

Venue: Bank's 1 headquarter

English translation- the texts in *Italic* were originally spoken in English either by the interviewer or the interviewee.

\* : for question  
# : for a main phobor of question  
+ : a not sought data

Interviewer: In the name of God we begin now Mr "A", as I told before switching the recorder on, I'm conducting research on the subject of *corporate heritage*. I try to explore to the extent to which this phenomenon exists in the Jordanian corporations and institutions. I chose the banking sector as it is the most mature, distinct, and *regulated* sector in Jordan. I study three banks: . My aim is to explore these banks managers' managerial understanding of their corporates' heritage, and I focus precisely on the CSR as a possible *trait* of these banks' corporate heritage. My first question is a general one, could you please briefly introduce yourself, your duties and tasks, and your personal history ?

Interviewee: uhh let my first welcome you here, and may God give you health and strength, I wish you all the success in this. We at (01.08) If I want to explain to you the management's role, our management is divided into four sections [marketing management he means]. And the management [the bank's management he means] has recently decided to group them all *under one umbrella*, and that is the management of marketing, product and business development. Uhh and *at the end of the day it is a business development of the bank, and it is the business development from*

+ making profit out of community stability +  
Community +  
profits out of this community because we live in a stable community and as you live in  
such a community you also have obligations towards this community, and these  
obligations are actually rights for the community (058:48).

Interviewer: so you have to contribute

Interviewee: what does "these obligations are rights for the community" mean? It  
means that the community has the right to have banks that have a certain policy in this  
regard. And we do have one for CSR, but it has not been finally approved yet, so we as  
a feeling obligated to have a CSR policy +  
Bank we have to have a certain policy and to stick to it and to be  
approved by the board of directors to be enabled to keep on and to sustain our support  
for the local community in which we operate (06:23). Our presence today is not limited  
to Amman [the capital] we are present in the other governorates as we approximately  
have 87 branches 40 or 30 of them are in the capital but the rest are spread across the  
Kingdom's areas and the rural locations too.

Interviewer: so you have 87 branches including the West Bank [the West Bank; which is part  
of the historical Palestine; is no longer part of the Kingdom of Jordan as Israel occupied it in  
the War of 1967] branches?

Interviewee: No in Palestine we have 21 branches aside from the 87 branches in Jordan.  
Our rank has always been either the third or the fourth in terms of the bank size and  
profits. This, of course, differ according to the bank's performance during the year, so  
we are either the third or the fourth. Uhh as I told you before, the bank exists in Jordan  
and Palestine, and we also have a presence in Bahrain. Additionally, we have  
" which is a financial leasing company, and we also contributed 80% of  
Bank which is a newly established Islamic bank that operates in Palestine. Today, our  
presence is mainly limited to Jordan and Palestine. For Jordan as I previously told you



Interviewer: this understanding you have just mentioned for CSR how it has evolved throughout the bank's age? When was that point of time in which the bank realised the importance of CSR? When did this comprehensive understanding for CSR evolve?

Interviewee: in the past, we used to work in an unsystematic way, meaning that we had lots of initiatives in Jordan. For example, we used to support Al-Hussien Center for

Cancer which is a big medical institution that treats people; we also used to support schools and education are important so we should support them, culture is important too, and it needs support as well as artists. And all institutions in these domains used to approach the bank seeking support, universities, associations, and rural and remote areas'

schools...etc. So our CSR work used to be complete chaos that goes without any organisation and has no destination. We also used to have a variety of royal initiatives,

for example, her Majesty the Queen, God saves her, once directed to support the "my school initiative" and you know education is one of the most important things to support. Then other, but different royal initiatives arised to support many other things. And when we looked at what we have been offering in terms of CSR we found a

complete chaos that has no rationality (12:00), and randomly scattered on different aspects and domains. And this case is correct; I mean you have too [he means it is

important to support a mix of initiatives from a mix of domains]. But we later decided to concentrate on the basics, and we asked ourselves what do we want to support today

as education this has become our focus ever since. But this has not been written yet, it is only a verbal agreement between me, the general manager, and the relevant committees. So we are now willing to support every initiative that is related to either

culture, health, or education. It is important to mention the following to you: as an institution, the main reason behind our interest in CSR is that we undoubtedly believe

↳ CSR: a bank's interest \*

a preference toward macro organization +

believe it must be imposed on banks, and there must be specialists to follow up these matters because as I told you, an institution will never be able to work efficiently unless its community is in right conditions (17:00). Companies are responsible for the community. For us, we always say that the primary target for any institution [profit-seeking institutions he means] is to increase the wealth of the shareholders, and one of the main pillars [ways] to increase the wealth of the shareholders is to have the institution live in a sounding community. For this reason, we came out with the notion that the

*community stability, a profitability necessity \**  
*feeling responsible of the community \**  
*\* Increasing the wealth of shareholders \**  
*community soundness, a corporate profitability pillar \**  
*\* Realizing a sectoral/country level CSR organization is needed \**

CSR work needs some organisation, but till now there is no organisation for it, and it is still going randomly. We tried as , If you look at our donations, in the past we used to say "donations", but today our practice of CSR has gone beyond the donation concept because we today donate, help, support, and try to rise to the sustainability concept by involving our employees in the matter, uhh, we now try to be more present, to attend, to follow up, and to feel with those who are targeted and with our CSR partners to understand their issues, problems, and the challenges they face, not only donating them money and then turning our backs to them.

Interviewer: let me go back to the bank as a whole because we have gone so deep in CSR, and this is required, but let us postpone it to the latter part of the interview. Now I want to ask the following question: what is it special or unique about relative to other banks in Jordan?

+ sectorally advanced on the arts and culture CSR domain

Interviewee: all banks are excellent, but our bank has something important that distinguishes it, and that is we focus a lot on culture (19:00). We have a gallery in our lobby, and this lobby does not represent any source of income for the bank but in contrary it as an expense to us. As a matter of fact, we do not consider it an expense but an investment. How do we consider it an investment?, today we invite Arab artists to display their paintings, we organise an exhibition for the disabled artists, and all of this

and also, CSR is a area of competition \*  
Sectorally distinguished CSR \*

think no other bank has achieved what we have achieved since 2008/So far we have

conducted eight exhibitions for children and another six for universities in addition to

the books exhibitions and the disabled artists' exhibitions. We have been doing this as

part of a clear strategy and budgeted for every year and in a sustainable way as it has

been being continued for eight years now (in sustainability here he means continuity)

(24:11) The second domain is health, we have Al-Hussein Center for Cancer, and there

is an annual support for it, and it has been being given for ten years now, we will never

give up on it because you want to live in a community in which there is health care for

such a disease. The third domain we support is education, and as we have an exclusive

presence in eight state universities, we feel obligated towards them, so we always follow-

up and support their activities/and be present with them. These were the main things we

do regarding CSR. (25:16).

Interviewer: Apart from your CSR. What is it unique or special about your institution, as a bank, as a profit-seeking institution?

Interviewee: you mean from a banking perspective?

Interviewer: exactly

Interviewee: I will tell you, We are the leaders in the retail sector, today we are, and thanks to God, we have been working on it since 1998, We were the first to introduce personal loans and individual banking products for the retail sector. I mean before

Bank it was impossible to hear that someone got a personal loan (26:04)/  
But today, even soldiers can get loans now based on their salaries.

Interviewer: and this started in 1998, right?



Interviewee: we uhh, in 2006 we decided to do a rebranding. Why did we do this?

Bank gone through lots of different phases since the 1960s till now, a series of ups and downs. So we decided to conduct a study to see the bank's position in the market, and we discovered that when you ask people about banks in Jordan, what are the most important banks in Jordan?

Bank comes in the third rank after the Arab Bank and the Housing Bank. And the farther you go out of the capital, the higher will be the bank's reputability, because the farther the more reputable. Beyond Amman service, we are not serving Amman only, we are serving the governorates as we serve the public sector employees. It is well-known that the majority of those who work in the public sector do not reside in Amman, this is why. So if you look today at the bank from this perspective, you will realise that the bank excels in this aspect.

Let me go back to your question, what was your question?

Interviewer: what does the bank stand for? What are the values that the bank represents in the market?

Interviewee: for this reason (30:25) we were the pioneering bank in terms of offering retail products.

In the beginning, they [the bank's individual clients who are the employees of the public sector] used to receive their salaries in cash through our sales reps. But later we issued them ATM cards, Visa Cards, and then Master Cards,

and there were able to use these cards at points of sale and online too. Salaries used to take a long time before being available in the clients' accounts. Nowadays, they

appear in the accounts on the second day of their transference (31:07), and they now

have the online banking systems thus they can conduct their transactions conveniently.

Consequently, the individual clients had a massive development in their banking

products and services, and the bank has been investing heavily in this market segment.

When the year 2006 came some people and based on the bank success and its increasing

importance started to talk loudly about the necessity of changing the bank's name



working on five main aspects: branches renewal, and by this I do not mean superficial changes such as branches colours, but the way we, our previous branches were actually composed of rooms [ the literal, traditional meaning of a room ]. Nowadays, our branches are composed of a one big hall that is composed of open [transparent] sections, there are sections for customer service, for tellers, and for the branch manager who can oversee everything [through the glass partitions]. We focused on creating a welcoming and openness environment, and we worked a lot on our infrastructure, in 2006 we had 46 branches, and we doubled them in ten years, as you serve the retail sector, you need to be everywhere.

Interviewer: while you were doing all this, what were the values, the meaning that you had in your minds, and you wanted to reflect in the market?

# The application of the 24/7 policy requires lot of investment  
 Interviewee: for me, I had one target, we call it the 24/7. It means that we want the bank to become 24/7 available to its customers. To reach this goal, you need to do lots of investments, meaning you need the right core banking system, you need the right call centre, and branches and ATMs that are spread over the Kingdom and, as well as a well trained and knowledgeable staff who knows how to service customers.

Interviewer: so would you agree with me if I say that the bank was trying to achieve highly quality customer service through the five aspects you have just mentioned?

# The bank's core value  
 Interviewee: well, basically we had the transparency, openness, and the welcoming as main core values for the brand (36:34) and we were focusing on these values because we deal with the retail customer. Retail banking can't be successfully functioning unless you have a widely intensive spreading for your ATMs and branches and technology savvy employees who know how to serve customers. For me, the accessibility is the most essential and primary value. The accessibility means that I want my bank to be

Interview: 1A

\* Response for q protocol question

# Response for a non-protocol question

+ For data that was not sought

Code label	Coded interview text	Number of coded instances	Type of response	Code label and text ID
1. CSR: an old practice	Now, this thing [the CSR] existed from before	1.	+	1A1
2. Working within the community	and that is we work within a Jordanian community	2.	+	1A2
3. working for more than fifty years now	and that our bank has been working for more than fifty years now	3.	+	1A3
4. An old institution	Today, Bank is an old institution	4.	#	1A4
5. State-Bank coincidental establishments	and its establishment happened in a time in which Jordan was also being established	5.	+	1A5
6. Date of establishment: 1960	The bank was established in	6.	+	1A6
7. Relatively a very old bank	Thus the bank's age relative to Jordan's age can be compared to the case of a British institution that is 500 years old now	7.	+	1A7
8. its age is two-thirds of the country's age	and the idea that our general manager always speaks of, is that the bank's age today represents more than two-thirds of the country's age	8.	#	1A7A
9. It has heritage	Therefore, I say that Bank has a great heritage	9.	+	1A8
10. Well-known bank in Jordan	And it is a well-known bank in Jordan.	10.	+	1A9
11. Well-known brand name	The brand name is a well-known one and it is in the peoples' minds	11.	+	1A10
12. A name you can never change	Cairo Amman, is a name you can never change	12.	*	1A11
13. Banking is for everyone now	In the past, banks were merely for the very wealthy people, but nowadays banks exist in everyone's' life, in all our times ,	13.	+	1A12
14. Even soldiers can bank now	Today even the soldiers have banking cards that they can use to withdraw their salaries or to buy products conveniently	14.	*	1A13

15. Banking has become a life necessity	and no one can stop using them	15.	+	1A14
16. Community caring: a banking survival necessity	To sustain banks need to care about their communities	16.	+	1A15
17. community stability: a profitability necessity	And today this institution can't keep working effectively and profitably unless it keeps operating in a stable community.	17.	+	1A16
18. profitable because of community stability	we make profits out of this community because we live in a stable community	18.	+	1A16A
19. Community stability is a profitability necessity: a corporate belief	We undoubtedly believe that our <u>institution can't work productively</u> and can't <u>keep generating profits</u> unless it operates in a healthy community. And in a clean environment, and that we need to sustain it this way	19.	*	1A17
20. Community good conditions: a corporate efficiency necessity	because as I told you, an institution will never be able to work <u>efficiently unless its community is in right conditions</u>	20.	*	1A18
21. Community soundness: a corporate profitability pillar	And one of the main pillars to increase the wealth of the shareholders is to have the institution live in a healthy community.	21.	*	1A19
22. Obligations due to existence/presence	as you live in such a community you also have obligations towards this community...in which we operate	22.	+	1A20
23. Feeling obligated due to presence	as we have an exclusive presence in eight state universities we feel obligated towards them, so we always follow them up and support their activities and be present with them	23.	+	1A21
24. Feeling obligated due to the institution's local importance	For Jordan as I previously told you Bank is an outstanding and well-established institution and everyone looks at it as a vital institution...Hence, the community has the right to have our support and help (08:11). For this reason, this CSR policy has appeared	24.	+	1A22
25. Obligations are rights	and these obligations are actually rights for the community... Hence, the community has the right to have our support and help	25.	+	1A23
26. The obligation to have a community caring policy	What does "these obligations are rights for the community" mean? It means that the community has the right to have banks that have certain policies in this regard.	26.	+	1A24

27. An unapproved CSR policy yet	And we do have one for CSR, but it has not been finally approved yet... I only now wish to... to have the policy authorised and authenticated from the board and to have it implemented at all the levels we discussed	27.	+	1A25
28. A CSR-related wish: to have the policy authorized and implemented	I only now wish to... to have the policy authorised and authenticated from the board and to have it implemented at all the levels we discussed	28.	+	1A25A
29. A verbally agreed upon CSR policy	it is only a verbal agreement between me, the general manager, and the relevant committees	29.	*	1A26
30. Feeling obligated to have a CSR policy	So we as Bank we have to have a certain policy and to stick to it and to be approved by the board of directors to be enabled to keep on and to sustain our support for the local community	30.	+	1A27
31. Feeling responsible of the community	Companies are responsible for the community	31.	*	1A28
32. because of the hardships corporate community touches are needed	You see our community's circumstances today, bad economic conditions and political unrests. But you still need to have the people, at least little a bit, I mean to add some touches to them	32.	+	1A29
33. we want to live in a healthy community	we will never give up on it because you want to live in a community in which there is health care for such a disease	33.	+	1A30
34. Beyond the capital presence	our presence today is not limited to Amman	34.	+	1A31
35. not serving Amman only	We are not serving Amman only...because we are not serving Amman only	35.	+	1A32
36. presence in governorates	we are present in the other governorates	36.	+	1A33
37. Serving governorates as we serve the public sector employees	<i>We are serving</i> all the other governorates. It is well-known that the majority of those who work in the public sector do not reside in Amman, this is why.	37.	+	1A34
38. Extensive branches presence	we approximately have 87 branches 40 or 30 of them are in the capital but the rest are spread across the Kingdom's areas	38.	+	1A35
39. Wide spread distribution is needed	you need a wide spread of ATMs machines (33:33), and branches to service these peoples	39.	+	1A36
40. A doubled presence was	in 2006 we had 46 branches, and we doubled them in ten	40.	+	1A37



needed	years as you serve the retail sector, you need to be everywhere.			
41. National extensive presence was needed	and branches and ATMs that are spread over the Kingdom	41.	#	1A38
42. Retail banking needs wide intensive presence	Retail banking can't be successfully functioning unless you have a widely intensive spreading for your ATMs and branches	42.	#	1A39
43. National gradual presence	Besides this, our gradual expansion and extensive presence across the Kingdom	43.	*	1A40
44. Kingdom-level presence	across the Kingdom's areas	44.	+	1A41
45. presence in rural locations	and the rural locations too.	45.	+	1A42
46. Present in where no other banks have presence	we have opened branches in locations that no other banks would open in, such as in Bani Kinanh, who other than us would open a branch there?, or in Gour Al-Safi, or in Wadi Mousa	46.	*	1A43
47. Mixed agenda behind the rural presence: community service and profitability	We try to exist in such rural locations to service the peoples who live in these areas. It is for the purpose of making money, but at the end of the day, we have an agenda to serve those people	47.	*	1A44
48. Continually profitable	Our rank has always been either the third or the fourth in terms of the...and profits.	48.	+	1A45
49. has been among the biggest banks	Our rank has always been either the third or the fourth in terms of the bank size	49.	+	1A46
50. Locally outstanding institution	For Jordan as I previously told you Bank is an outstanding...institution	50.	+	1A47
51. well-established institution	and well-established institution	51.	+	1A48
52. Vitally important institution	and everyone looks at it as a vital institution	52.	+	1A49
53. UNHCR's preferred bank to deliver aid	Here is another similar example, the United Nations Refugee Agency (UNHCR) and other organisations need to deliver the monthly monetary support to the Syrian refugees in Jordan... these organization has chosen us to deliver the support to those who are supposed to receive it	53.	#	1A50

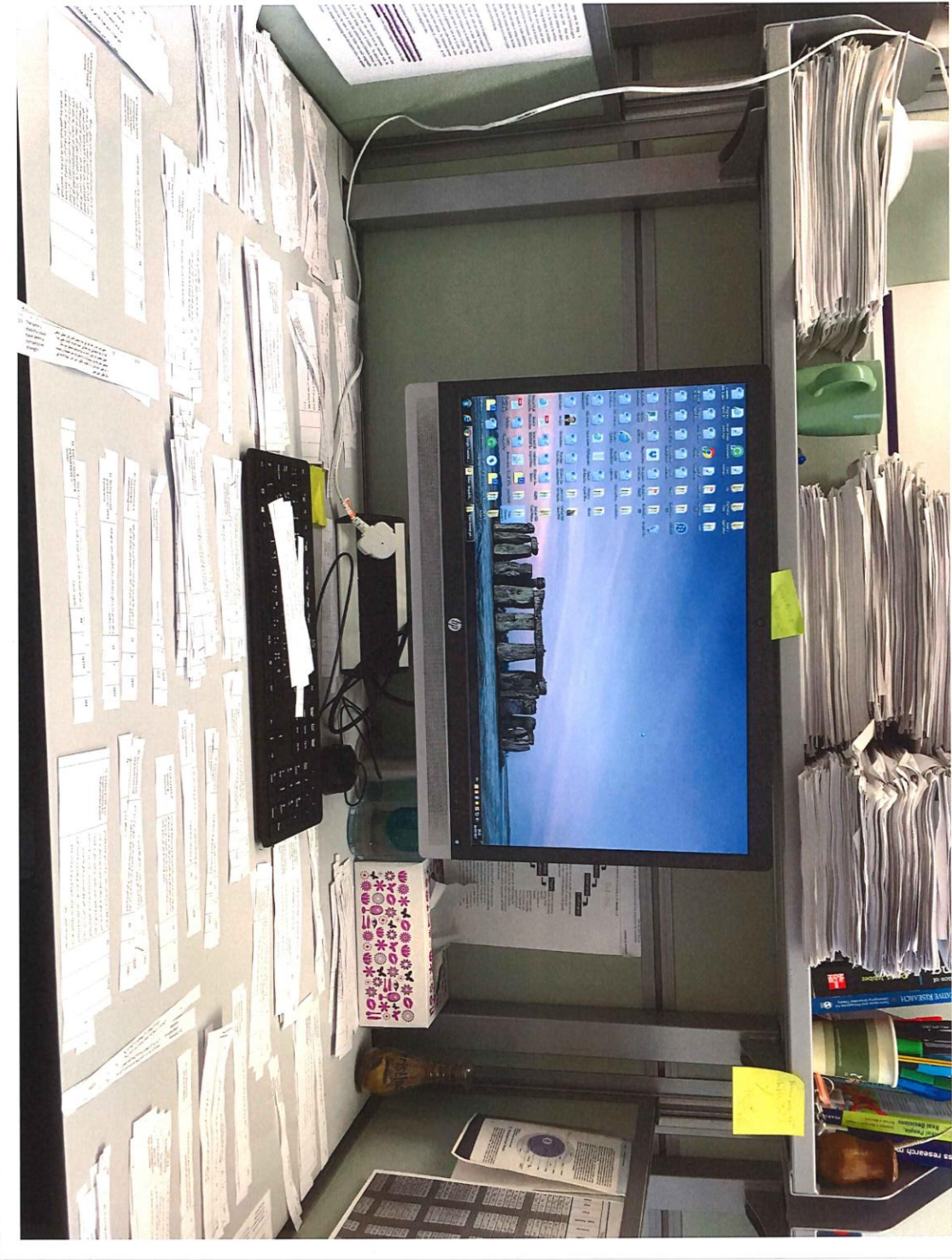
54. The CSR policy to fulfil the community right	The community has the right to have our support and help (08:11). For this reason, this CSR policy has appeared	54.	+	1A51
55. Holistic CSR stakeholders focus	and since it was set, it adopted the idea of the stakeholders as a whole. This means that we today as Bank we deal with clients, employees, suppliers, NGOs, and with the state and its central bank, thus the scope of the focus has expanded as it is no longer limited to the relationship with the clients only.	55.	+	1A52
56. The need for an organizing CSR policy	So if you want to apply the CSR, you have to have a policy that organises the relationship between our stakeholders and us.	56.	+	1A53
57. CSR used to be unsystematic	in the past, we used to work in an unsystematic way.	57.	*	1A54
58. Realizing Our CSR has been a chaos	when we looked at what we have been offering in terms of CSR we found a complete chaos that has no rationality, and randomly scattered on different aspects and domains... So our CSR work used to be complete chaos that goes without any organisation and <u>has no destination</u>	58.	*	1A55
59. Social relationship: a CSR arrangement basis	And solely arranged on the social relationship basis.	59.	*	1A56
60. Lots of different initiatives	a variety of royal initiatives... Then other, but different royal initiatives arose to support many other things... meaning that we had lots of initiatives in Jordan	60.	*	1A57
61. A major getting support destination	And all institutions in these domains used to approach the bank seeking support	61.	*	1A58
62. The Royal Court: an environmental CSR influencers	We also used to have a variety of <u>royal</u> initiatives	62.	*	1A59
Lots of different royal initiatives	Then other, but different royal initiatives arose to support many other things	63.	*	1A59A
63. The Association of Banks in Jordan : a sectoral CSR influencers	The Association of Banks in Jordan,	64.	+	1A60
64. the Central Bank of Jordan: a sectoral CSR influencers	and the Central Bank of Jordan	65.	+	1A61
65. Realizing our CSR work needs to be organized	But we just need to make it more organised	66.	*	1A62

66. Concentrating on the basics as CSR domains	But we later decided to concentrate on the basics, and we asked ourselves what do we want to support today as Bank?, so we decided to focus on three domains: culture, health, and education this has become our focus ever since	67.	*	1A63
67. it is a verbal CSR agreement yet	But this has not been written yet, it is only a <u>verbal agreement</u> between me, the general manager, and the relevant committees	68.	*	1A64
68. CSR brainstorming: what to support	and we <u>asked ourselves</u> what do we want to support today as Bank	69.	*	1A65
69. Wishing to have the CSR agreement approved by the board	I only now wish ... to have the policy authorised and authenticated from the board	70.	+	1A66
70. More organized CSR now	We have been doing this as part of a clear strategy and budgeted for every year and in a sustainable way as it has been being continued for eight years now	71.	+	1A67
71. CSR domains after the in- process organization	So we decided to focus on three domains: culture, health, and education this has become our focus ever since.	72.	*	1A68
72. Health: a primary CSR domain	The second domain is health	73.	+	1A68A
73. Education: a primary CSR domain	The third domain we support is education	74.	+	1A68B
74. The bank's board: a CSR supporter	I mean they [directors and owners] are among those who heavily support CSR and thus they have always been supporters for the bank's CSR	75.	*	1A69
75. The board determines the CSR budget	What happens is that the board determines the amount of money that it is willing to spend on CSR	76.	*	1A70
76. The bank's management: a CSR sponsors	So, what I want to say is that the bank's management is genuinely concerned about CSR, and they have never been against it, but in fact, they are the bank's CSR sponsors.	77.	*	1A71
77. The management is genuinely concerned about CSR	So, what I want to say is that the bank's management is genuinely concerned about CSR, and they have never been against it	78.	*	1A72
78. CSR: a bank's interest	It is important to mention the following to you: as an institution, the main reason behind our interest in CSR	79.	*	1A73
79. Managerial	I mean if someone comes to us today telling us that we	80.	*	1A74

understanding of the importance of CSR for the business	need to support a program or an initiative because this will reflect back on us, we will reply to him saying that we understand this notion and we agree with it since its first inception.			
80. CSR remains to be unorganized-sectoral/country level	So far, no entity is assigned the responsibility of organising this subject, and it keeps going without a parenting organisation, with an inadequate planning and studying, and solely arranged on the social relationship basis.	81.	+	1A75
81. a sectoral/country level CSR organization is needed now	Today, we have reached a point at which we should either establish a third party to be responsible for CSR	82.	+	1A76
82. Realizing a sectoral/country level CSR organization is needed	For this reason, we came out with the notion that the CSR work needs some organisation, but till now there is no organisation for it, and it is still going randomly.	83.	*	1A77
83. Realizing: Micro-level CSR policy is the solution	Therefore, we set a policy to conduct our CSR that was developed by a group of counsellors to know <i>how to do the right CSR</i>	84.	*	1A78
84. Realizing internal/micro CSR organization is the solution: a CSR department	Or to organise it internally on the micro level by establishing a CSR department that is specialised in CSR.	85.	*	1A79
85. A preference towards macro/country-level organization	However, if you would like to hear my opinion, I believe that the regulators should impose this needed organisation for CSR to make all banks fulfil their CSR duties.	86.	+	1A80
86. A CSR organization should be imposed on banks: a belief	Therefore, I believe it must be imposed on banks, and there must be specialists to follow up these matters	87.	+	1A81
87. increasing the wealth of shareholders	we always say that the primary target for any institution [profit-seeking institutions he means] is to increase the wealth of the shareholders	88.	*	1A82
88. Making profits out of community	we make profits out of this community	89.	+	1A83
89. CSR was only donations	in the past we used to say "donations"	90.	*	1A84
90. CSR is beyond than donations now	but today our practice of CSR has gone beyond the donation concept because we today donate, help, support, and try to rise to the sustainability concept by	91.	*	1A85



**Appendix 3.8: Photos which were taken during the axial coding stage**



- Examples of axial codes

Code	Description	Category	Sub-category	Value	Notes
3879	79	Supporting the SMEs: national economic necessity	31	#	3A31
3A15	15	9	#	3C9	
3A33	33	3	*	3A33	
3A14	14	4	+	3A14	
317	7	7	+	317	
3C33	33	3	*	3C33	
3BB1	81	81	*	3BB1	
318	8	8	+	318	
3D93	93	93	#	3D93	
3A55	55	55	*	3A55	
3A13	13	13	#	3A13	
3C31	31	31	*	3C31	
3A12	12	12	#	3A12	
3A6	6	6	*	3A6	
3B25	25	25	#	3B25	
3A31	31	31	#	3A31	

Code	Description	Category	Sub-category	Value	Notes
3879	79	Supporting the SMEs: national economic necessity	31	#	3A31
31	31	31	#	3A31	
3B23	23	23	#	3B23	
3A31	31	31	#	3A31	
3D95	95	95	#	3D95	
3D21	21	21	+	3D21	
3D22	22	22	*	3D22	
3A11	11	11	#	3A11	

COAST AND INTERVIEW WITH  
A bank of a nations  
national economic role



(Four interviews and two types)  
 Feeling obligated towards  
 Community B1

	Companies are responsible for the community	33.	*	1A28
28. Feeling responsible of the community		9.	+	1A8
8. It has heritage	Therefore, I say that . Bank has a great heritage	57.	+	1A51
51. The CSR policy to fulfil the community right	The community has the right to have our support and help (08:11). For this reason, this CSR policy has appeared and these obligations are actually rights for the community	26.		
23. Obligations are rights	You see our community's circumstances today, bad economic conditions and political unrests	104.	+	1A90
90. Community bad economic conditions				
29. because of the hardships corporate community touches are needed	You see our community's circumstances today, bad economic conditions and political unrests. But you still need to have the people, at least little a bit, I mean to add some touches to them	34.	+	1A29
111. The region's current situation increases the importance of the bank's social role	مستمرين و بنجاح بنسبي بظل الظروف إلى حولينا و خصوصية الأردن بموقمة الحالي بين زي ما يحكوا نيران ملتبهة حولك سياسيا و اقتصاديا كثير دور البروك بزيد اجتصابيا عشان تحافظ على النسيج الإجتماعي ملهم و تخلق نفس ملتقه و بيبة ايمه	122.	+	1EF111
135. Trying to compensate the state's inability towards the middle/low classes	او حتى الدولة احيانا بشكل او باخر ممكن تتساها او تهتم بإمكان تانية	137.	*	1C135
24. The obligation to have a community caring policy	What does "these obligations are rights for the community" mean? It means that the community has the right to have banks that have certain policies in this regard.	28.	+	1A24
27. Feeling obligated to have a CSR policy	So we as . Bank we have to have a certain policy and to stick to it and to be approved by the board of directors to be enabled to keep on and to sustain our support for the local community	32.	+	1A27
63. CSR: compensating the state's shortening	يذهبوا قطاعات إلى هيه الدولة مش قادرة يعني	68.	+	1B63

### Appendix 3.9: Some examples of the axial coding tables:

Community caring – a banking necessity 4		
Open code label	Type of data	ID code
It is not only about loaning and loans' settlements	*	1C112
Community stability : a profitability necessity	+	1A16
profitable because of Stability	+	1A16A
The CSR budget : a community safety buffer	+	1A177
Community stability is a profitability necessity : a corporate belief	*	1A17
Dealing with the community needs : a banking survival necessity	#	1B35
Banks can never be isolated from their communities	*	1EF113
Can never isolate itself from the community as its customers and employees are parts of it.	*	EF112
CSR is a successful banking necessity	*	1EF109
The country well – being is a successful banking an business necessity	*	1EF110
Community caring : a banking survival necessity	+	1A15
Community soundness : a corporate profitability pillar	*	1A19
Community good conditions : a corporate efficiency necessity	*	1A18
Managerial understanding for the importance of CSR for the business	*	1A74

CSR- A community – purposed practice 6		
Open code label	Type of data	ID code
Holistic CSR stakeholders focus	+	1A52
CSR should be directed to those who really need it	+	1C119
Only some of the banks' CSR is practised through the marketing department	*	1D74
Achieving the best possible utility for the community : a CSR core value	*	1C120
The management separates between the CSR efforts and the profit seeking ones	*	1EF88
Striking a balance between CSR and profitability	+	1A175

The state's Bank 9		
Open code label	Type of data	ID code
Taxes and the state fees can be paid at the bank	+	1C49
The state's accredited fund collector	*	1C48
Present there because we are the state's money collector	#	1G60
Helping the state deliver support to eligible citizens: the JAF'S sponsored student's monthly aid	*	1C51
The bank is the state's partner for the implementation of any royal grants	+	1C62
Helping the state fulfill the royal grants effectively and efficiently	+	1C66
State –Bank Coincidental establishments	+	1A5
Helping the state deliver support to the	*	1C47

eligible citizens: schools' students support		
Marital relationship with the state	*	1A116

A SMEs supporting bank 16		
Open code label	Type of data	ID code
Among the first to dedicate a department for SMEs' banking	+	1D17
SMEs lacks the necessary financial awareness	+	1D94
The SMEs market used to neglected	+	1D21
Among the first to set agreements with lending and guaranteeing entities	+	1D18
Agreements with international entities to help the bank's customers develop their capabilities	#	1D52
SMEs: an emerging market	+	1D20

Realizing the retailing requires intensive presence 33		
Open code label	Code type	ID number
National extensive presence was needed	#	1A38
Wide spread distribution is needed	+	1A36
Retail banking requires intensive presence	+	1A133
Retail banking needs wide intensive presence	#	1A39

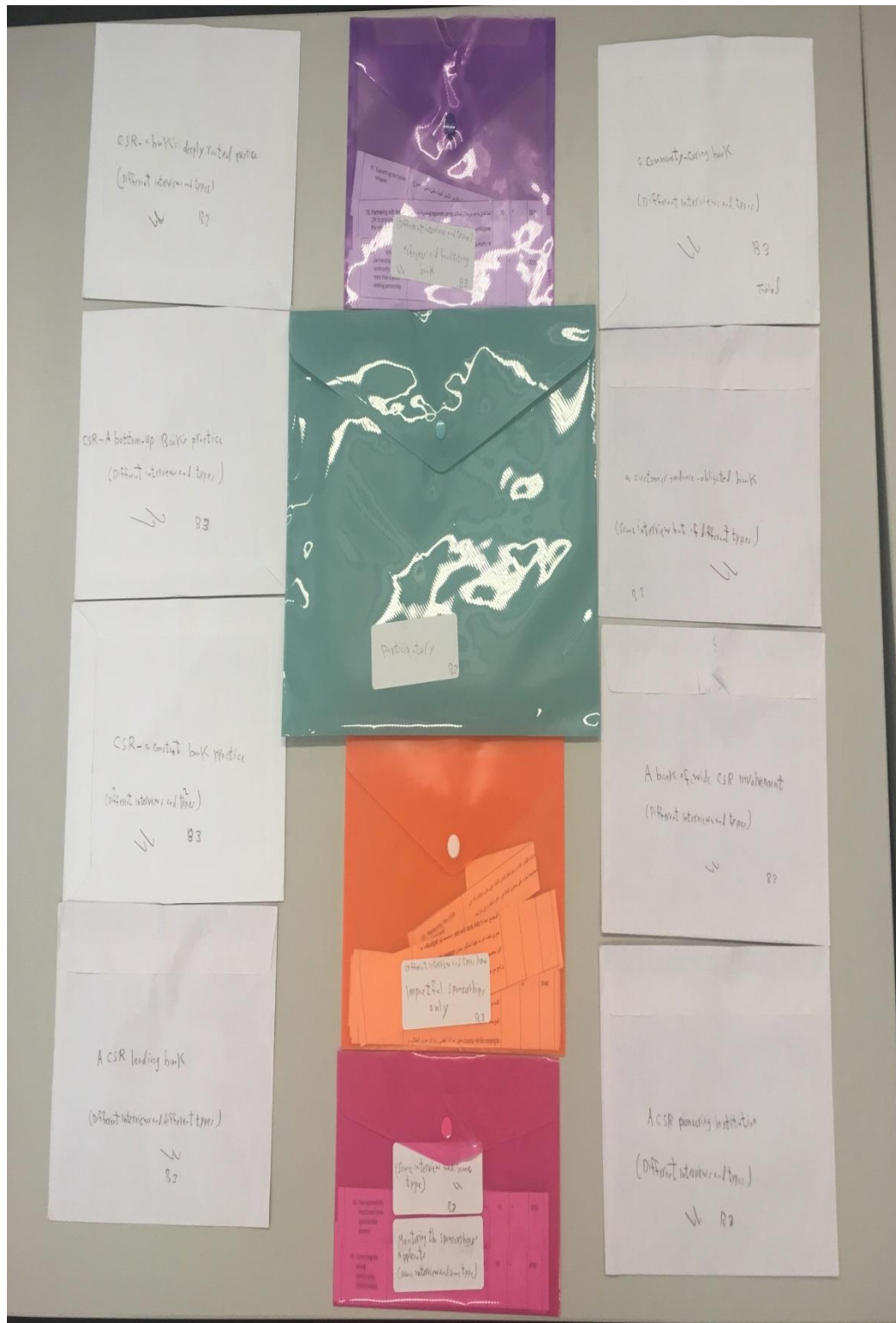
A bank that is important for national identity 10		
Open code label	Type of data	ID code

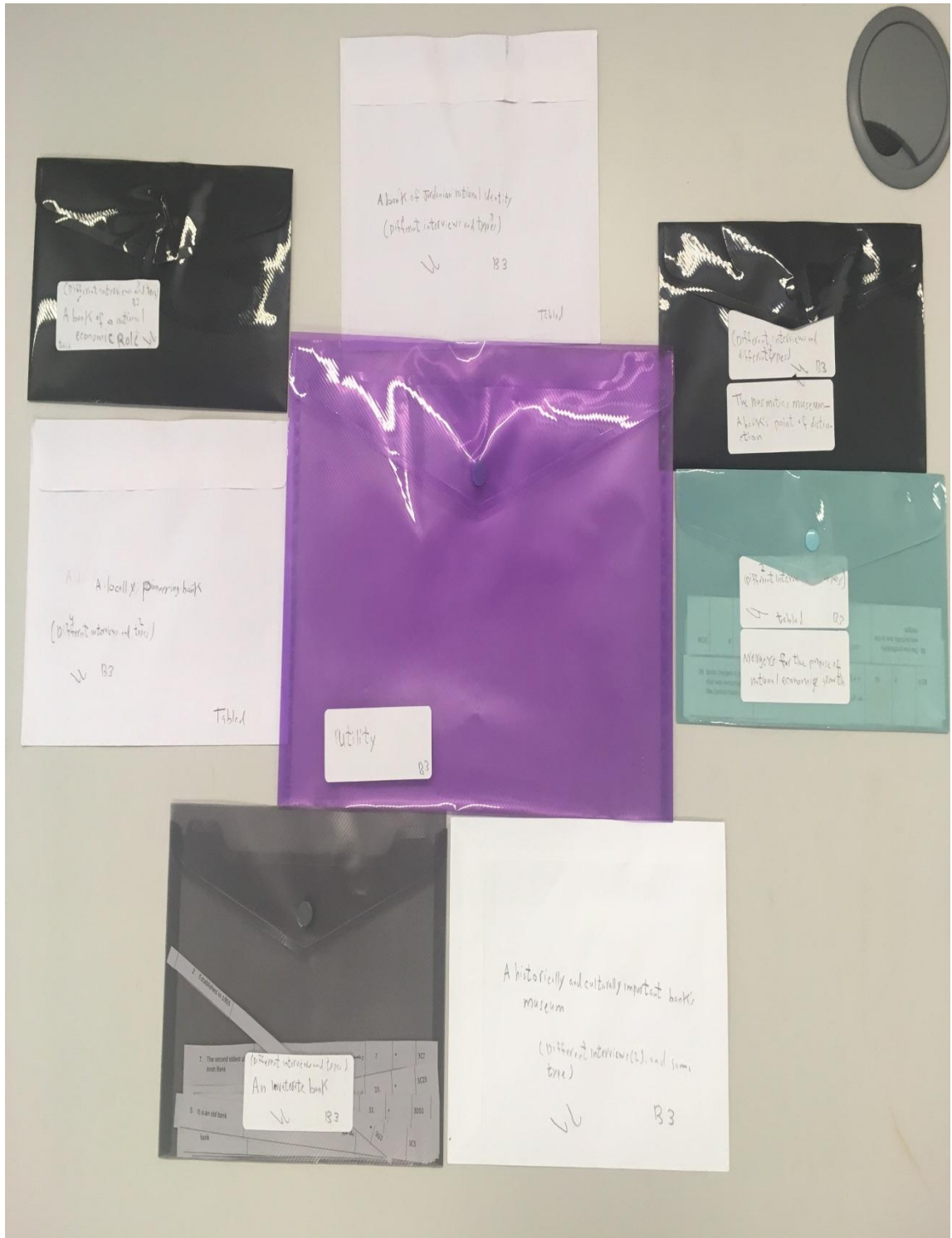
Relatively a very old bank	+	1A7
Relatively a very old bank	*	1G67
Relatively a very old bank	*	1B41
An old institution	#	1A4
A Jordanian identity	#	1A165
A Jordanian institution	*	1A149A
Jordanian institution	*	1A149
The bank's Jordanian foundation	*	1A150
The coincidental establishment of the bank and state	*	1B43
A bank of A Jordanian national dimension	#	1A165A
Nationality : an institutional bonding	*	1A151
It is a financial heritage institution in Jordan	*	1D41
It is affiliated to this country	*	1EF108
A local history sourcebook	#	1A160
Well- known as an old bank	+	1D56
A region's history sourcebook	#	1A161
A history sourcebook	*	1G68
Jordanian ownership	*	1A152
Date of establishment :1960	+	1A6
No significant relationship with Cairo other than the name	+	1A154
It is part of the local culture now	*	1G54
The nationalism is a driver for the bank	*	1EF107
Inveterate national institution	+	1EF129
Its Jordanian identity : a bank heritage – related element	*	EF1391
A very Jordanian bank	*	A1531

### Appendix 3.10: Examples of selective codes







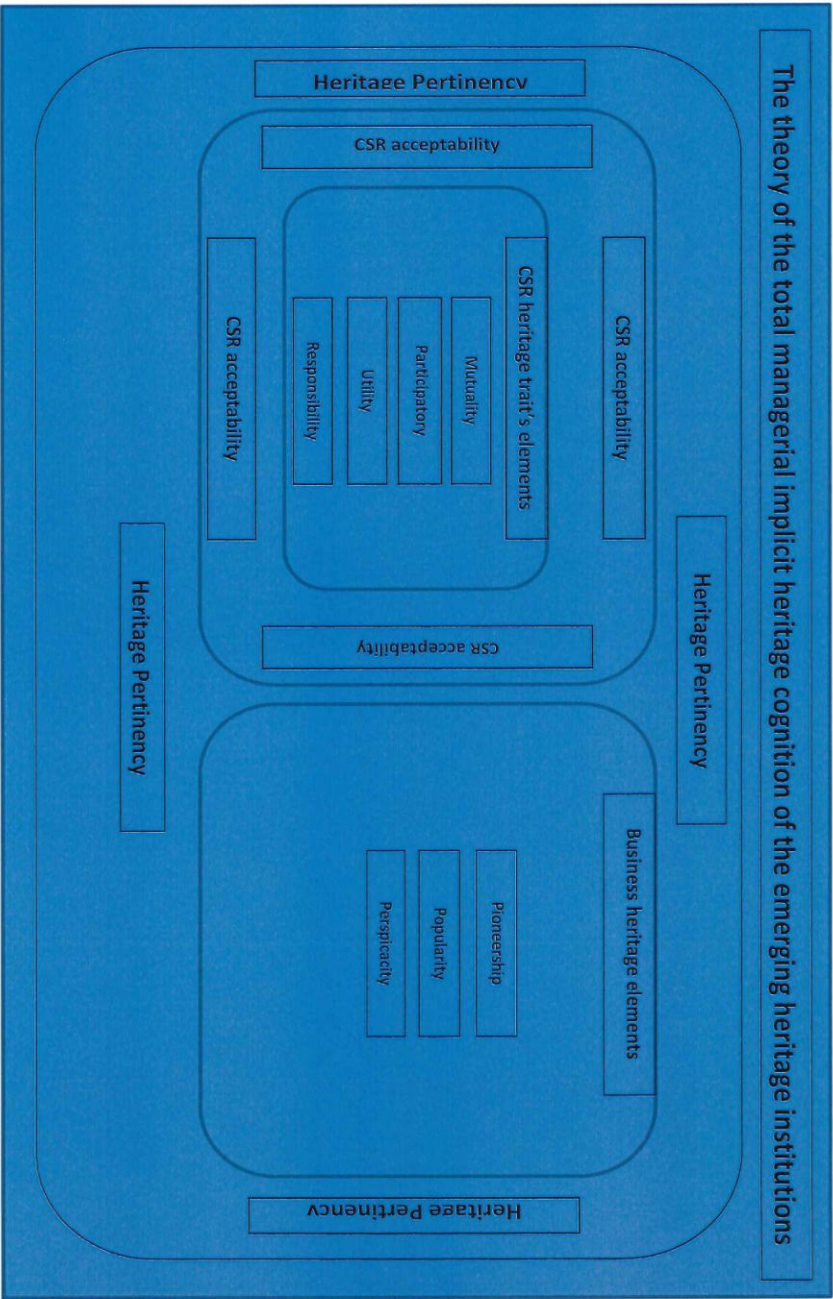


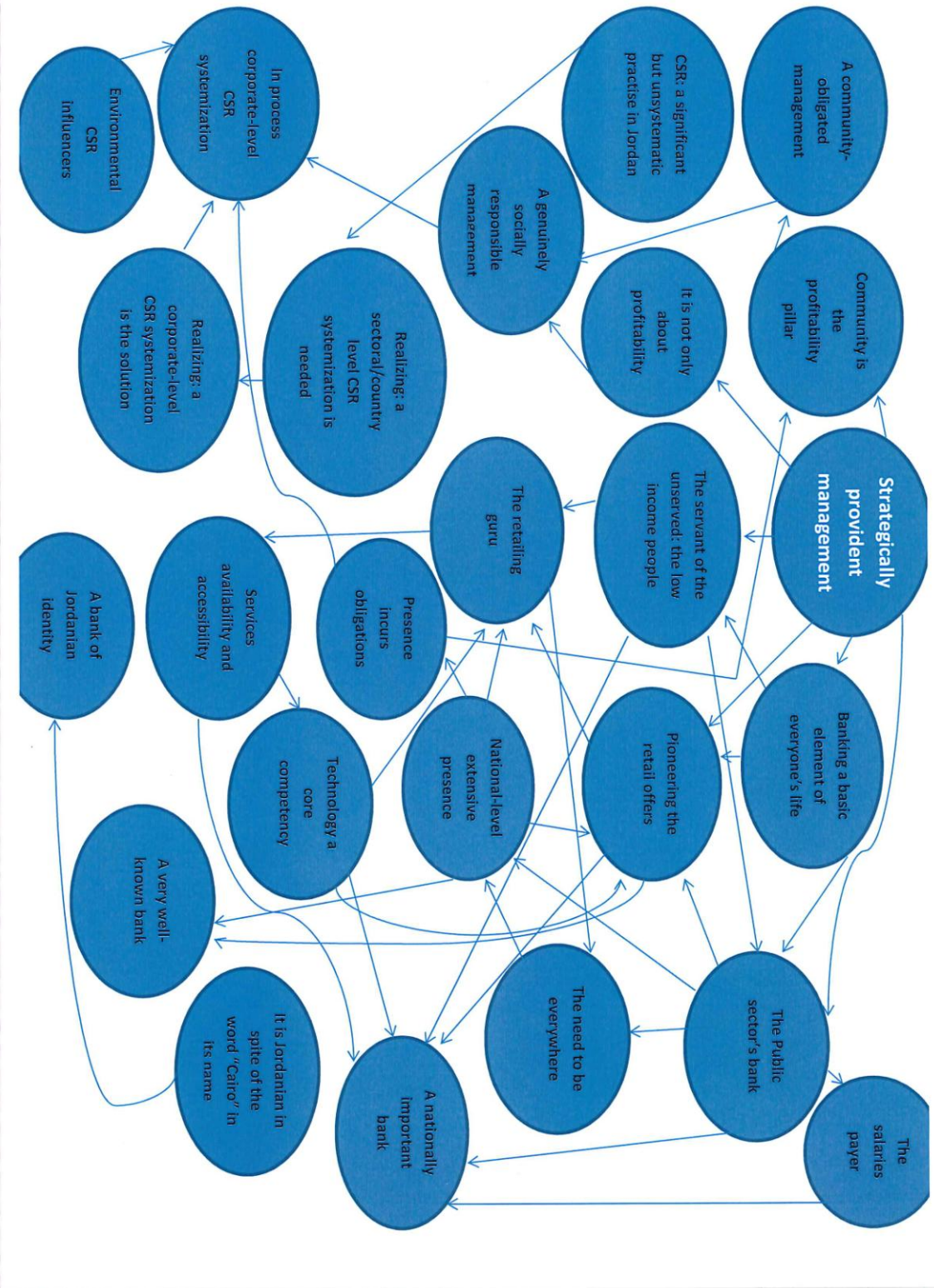
- A photo for the selective coding outcome of Bank 1

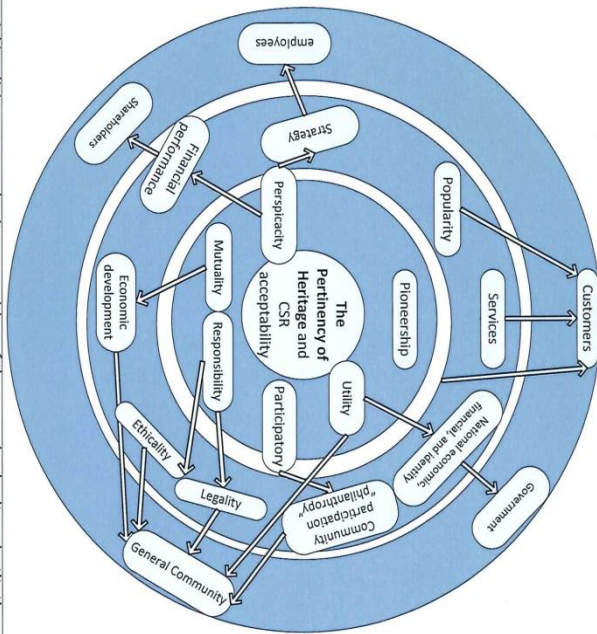




**Appendix 3.11: Some diagram examples**







The managerial implicit corporate heritage cognition of the emerging heritage institutions in relation to stakeholders (Bank1)



# Appendix 3.12: The ethical approval by the Research Ethics Committee of Brunel University London, the participant information sheet, and the consent form.



College of Business, Arts and Social Sciences Research Ethics Committee  
Brunel University London  
Kingston Lane  
Uxbridge  
UB8 3PH  
United Kingdom  
www.brunel.ac.uk

21 January 2016

## LETTER OF APPROVAL

Applicant: Mr Amjad Al-Amad  
Project Title: Relating brand heritage to CSR  
Reference: 1770-LR-Jan/2016-1394

Dear Mr Amjad Al-Amad

The Research Ethics Committee has considered the above application recently submitted by you.

The Chair, acting under delegated authority has agreed that there is no objection on ethical grounds to the proposed study. Approval is given on the understanding that the conditions of approval set out below are followed:

- The agreed protocol must be followed. Any changes to the protocol will require prior approval from the Committee by way of an application for an amendment.

### Please note that:

- Research Participant Information Sheets and (where relevant) flyers, posters, and consent forms should include a clear statement that research ethics approval has been obtained from the relevant Research Ethics Committee.
- The Research Participant Information Sheets should include a clear statement that queries should be directed, in the first instance, to the Supervisor (where relevant), or the researcher. Complaints, on the other hand, should be directed, in the first instance, to the Chair of the relevant Research Ethics Committee
- Approval to proceed with the study is granted subject to receipt by the Committee of satisfactory responses to any conditions that may appear above, in addition to any subsequent changes to the protocol.
- The Research Ethics Committee reserves the right to sample and review documentation, including raw data, relevant to the study.
- You may not undertake any research activity if you are not a registered student of Brunel University or if you cease to become registered, including abeyance or temporary withdrawal. As a deregistered student you would not be insured to undertake research activity. Research activity includes the recruitment of participants, undertaking consent procedures and collection of data. Breach of this requirement constitutes research misconduct and is a disciplinary offence.

Professor James Knowles

Chair

College of Business, Arts and Social Sciences Research Ethics Committee  
Brunel University London

College of Business, Arts and Social Sciences  
Brunel Business School

### PARTICIPANT INFORMATION SHEET

**Study title:**

**An inquiry into the corporate managers use of corporate social responsibility (CSR) as a corporate heritage trait- the case of evolving corporate heritage institutions in the Jordanian banking sector.**

**Invitation Paragraph**

You are being invited to take part in a research project. Before you decide it is important for you to understand why the research is being done and what it will involve. Please take time to read the following information carefully and discuss it with others if you wish. Ask us if there is anything that is not clear or if you would like more information. Take time to decide whether or not you wish to take part. Thank you for reading this.

**What is the purpose of the study?**

This research explores the corporate social responsibility (CSR) of the Jordanian corporate institutions that have been in the market for a long time now. Specifically, it investigates if these institutions' CSR is a constitutive component of their corporate heritage. Therefore, the researcher seeks to understand your institution's corporate managers' views on the role of CSR as a factor in shaping the corporate heritage identity.

Your participation is highly appreciated as it will provide important insights on how corporate institutions can evolve to become corporate heritage institution, and on how CSR can help in constituting and strengthening a corporate institution's heritage.

**Why have I been invited to participate?**

You have been invited to participate in this research because you are a corporate manager/board member of a corporate heritage institution.

**Do I have to take part?**

It is up to you to decide whether or not to take part in this research. If you decide to take part you will be given this information sheet to keep and will be asked to sign a consent form. Also, you can choose to withdraw at any time without giving a reason for this decision.



**What will happen to me if I take part?**

The data will be collected through conversational discussions with the research participants. Every interviewee will be asked several open-ended questions about his/her company's social responsibility efforts, history, general communication strategy, and stakeholder management. The data collection sessions will last for 1.5 hours for each individual participant. The discussion sessions will be tape recorded for a later analysis. To your convenience, the session will be held at any appropriate venue you choose. Please be aware that there are no travel expenses allowances for you. Additionally, the researcher will need access to your institution's archive to collect some relevant documents, mainly the annual reports.

**What do I have to do?**

You are expected to devote a maximum of 1.5 hours of your time for the project. On the interview day you are expected to provide a decent environment to conduct the interview with minimum amount of disturbance. During the interview you are expected to answer all the interview questions excluding any question you feel uncomfortable of.

**What are the possible disadvantages and risks of taking part?**

There are no specific risks that the participant should be aware of. If the interviewee feels uncomfortable answering some questions he/she can either choose to give no answers or to withdraw from the entire research.

**What are the possible benefits?**

The main possible benefit you may have is a copy of the project's final findings along with a set of recommendations on how to manage your institution's heritage, and on how to use it sustainably for marketing purposes, specifically, to authenticate your institution's CSR efforts to overcome the problem of CSR scepticism. Another general benefit you will probably have is to become aware of a new marketing approach for a more successful marketing planning.

**What if something goes wrong?**

Any complaints regarding any of this research components (e.g the researcher behaviour, the research method, the research findings, Confidentiality and anonymity breaches) can be either directed to the researcher himself [amajd.alamad@brunel.ac.uk](mailto:amajd.alamad@brunel.ac.uk), or to his research supervisors Professor John Balmer [John.Balmer@brunel.ac.uk](mailto:John.Balmer@brunel.ac.uk) or/and Dr Sharifah Alwi [sharifah.alwi@brunel.ac.uk](mailto:sharifah.alwi@brunel.ac.uk)

**Will my taking part in this study be kept confidential?**

All information collected during the course of the research will be kept strictly confidential. No one other than the researcher himself will have access to the collected data. Anonymity will be used in discussing and reporting the research findings. Data will only be analysed as aggregate, no names or titles will be mentioned in the research reports. Once the project is completed all the data will be destroyed.

**What will happen to the results of the research study?**

The research results will be submitted to an examination panel as part of the researcher's PhD thesis. Moreover, the results may be published too in reputable academic journals. If requested, Participating organizations will have a copy of the research results at the end of the research process.

**Who is organising and funding the research?**

The research is organized by Brunel University London and funded solely by the researcher.

**What are the indemnity arrangements?**

Brunel provides appropriate insurance cover for research which has received ethical approval.

**Who has reviewed the study?**

This study has been reviewed by the College Research Ethics Committee.

*Brunel University is committed to compliance with the Universities UK [Research Integrity Concordat](#). You are entitled to expect the highest level of integrity from our researchers during the course of their research.*

**Contact for further information and complaints:**

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**Note:** the information sheet has been reviewed and approved by College of Business, Arts and Social Sciences Research Ethics Committee of Brunel University London.

SAMPLE CONSENT FORM

*The participant should complete the whole of this sheet*

*Please tick the appropriate box*

	YES	NO
Have you read the Research Participant Information Sheet?	<input type="checkbox"/>	<input type="checkbox"/>
Have you had an opportunity to ask questions and discuss this study?	<input type="checkbox"/>	<input type="checkbox"/>
Have you received satisfactory answers to all your questions?	<input type="checkbox"/>	<input type="checkbox"/>
Who have you spoken to?		
Do you understand that you will not be referred to by name in any report concerning the study?	<input type="checkbox"/>	<input type="checkbox"/>
Do you understand that you are free to withdraw from the study:		
• At any time?	<input type="checkbox"/>	<input type="checkbox"/>
• Without having to give a reason for withdrawing?	<input type="checkbox"/>	<input type="checkbox"/>
• (where relevant, adapt if necessary) without affecting your Future care?	<input type="checkbox"/>	<input type="checkbox"/>
(Where relevant) I agree to my interview being recorded.	<input type="checkbox"/>	<input type="checkbox"/>
(Where relevant) I agree to the use of non-attributable direct quotes when the study is written up or published.	<input type="checkbox"/>	<input type="checkbox"/>
Do you agree to take part in this study?	<input type="checkbox"/>	<input type="checkbox"/>

Signature of Research Participant:

Date:

Name in capitals:

Witness statement

I am satisfied that the above-named has given informed consent.

Witnessed by:

Date:

Name in capitals:

Researcher name: Amjad Al-Amad	Signature:
Supervisor name:	Signature:

## **Appendix 4.0: Additional quotes on the “Mutuality” concept-**

### **Bank 1:**

*“... we are a bank that focused from a long time ago on a specific sector of the market, and that is the retail market. Specifically, we were the first to approach the public sector market which used to be the biggest during that time and the most secured too as the government would never layoff its employees and has very low risk of bankruptcy.” interview B1A.*

*“We are now adapting ourselves to be more able to focus more on servicing the financial inclusion goal. As you know, a great percentage of the population in Jordan is unbanked. Therefore, for example, we have now a project for the universities’ students...We have contracted with all universities...We approached the universities saying that you have students’ ID cards, and my project is about taking these ID cards and transforming them into smart cards that can be used as pre-paid cards online and on the cash point machines. Consequently, students can now have some financial and first-hand banking experience. Before that, they used to be excluded from the country’s financial system as they were only dealing in cash”. Interview B1G.*

*“We have been keen on guiding our customers towards anything that is in their best interest. Keen on explaining anything that it is important to be understood by the customer, the choices he or she has to achieve a goal or to solve a problem. Explaining the risks that they may not be aware of...this is an institutional effort rather than personal effort practised for personal goals only.” Interview B1D.*

*“The values that we are communicating are consistent with the bank’s policies and its actual conduct and with the upper management strategic goals. For example the growth goal, this goal in fact refers to not only to the bank’s growth but also for the customers’ growth so it’s the mutual growth.” Interview B1EF.*

*“We try to exist in such rural locations to service the peoples who live in these areas. It is for the purpose of making money, but at the end of the day, we have an agenda to serve those people.” Interview B1A.*

*“We were one of the first banks to sign agreements with international SMEs supportive organisations, either with donating or with guaranteeing organisations. And we were among the first to separate the SMEs banking function from the other functions, to*

*allocate a distinct management for it, and to set suitable policies and procedures for the SMEs customers.” Seniro manager-Bank1.*

*“The salary transference to banks and loans that are guaranteed by salaries transferences which we began in the Kingdom has encouraged the saving culture among the Jordanians and has also helped enhancing their conditions.” Interview B1C.*

#### **Appendix 4.1: Annual reports and website content quotes on the “Mutuality” concept- Bank 1:**

*“we are at \*\*bank look at our region’s future in comfort and high confidence. And we are determined that your bank plays an effective role in...and by this, we will be contributing to the solution of some our community economic and social challenges and at the top of them unemployment and development.” Annual report of 1994.*

*“as the balance sheet numbers show, your institution has stepped big steps last year towards the desired progression and prosperity and has made a significant contribution to the service of the national economy by credit facilities that were made available to a big number of businessmen and to private and public institutions in both trade and industrial fields” the bank’s annual report of the year 1962.*

*“...the institution was able to achieve net profits that supported its reserves and allocations and thus has become in a strong financial position that will enable it to continue in supporting the economic progress in Jordan and especially after the government has taken economic actions to encourage investments and exports...” the annual reports of 1988.*

*“The Bank has contributed to support Community Financial Literacy Deployment Project which is led by Central Bank of Jordan that aims to spread and deepen financial literacy in the Kingdom of Jordan... is working to raise awareness about the fundamental principles and concepts in the financial banking field.” the bank’s website.*

*“The strategy of the Financial Inclusion was at the forefront of the Bank’s priorities in 2015. The Goal of expanding and improving the quality banking services to reach all sectors of society was crowned by signing cooperation agreements with each of the University of Jordan, Yarmouk University and Princess Sumaya University for Technology. The innovative idea of transforming students, administrative personnel and*

*faculty members' ID cards to multi-use smart cards that will be utilized as an e-payment card in all online points of sale was created." the annual report of the year 2015.*

*"The Bank also started expanding its activities towards small and medium sized enterprises (SMEs) through creating a separate department that is specialized in dealing with SMEs. In order to bridge the gap with this sector and to develop the skills of SMEs owners, the Bank signed an agreement with the Small and Medium Enterprises Center, an affiliate of the Arab Academy for Banking and Financial Sciences, to enhance the competencies of enterprise owners and managers in the field of developing financial strategies." the annual report of the 2006.*

## Appendix 4.2: Triangulating the “Mutuality” selective label finding- Bank 1:

The selective code label: Mutuality											
Axial codes labels	Interviews						Type of data			The Secondary collection methods	
	B1	B	B	B	B	B1	formulating the code*			Annual reports	Website content
	A	B	C	D	E	F	*	+	#		
A community development bank			✓		✓		4	0	0	✓	✓
Serving the financial inclusion goal			✓			✓	1	7	0	✓	✓
Community development and business growth-a bank’s synergistic goals	✓		✓		✓	✓	7	6	1	✓	✓
A SMEs supporting bank				✓			0	5	1	✓	✓
The youth’s financial educator			✓	✓	✓	✓	2	3	2	✓	✓
Jordanians are financially illiterate			✓	✓		✓	0	4	1	✓	
Customer guidance-a bank’s practice				✓			3	0	4		

\*: the “\*” symbol refers to data that was generated by an interview protocol question, while the “#” symbol refers to data that was generated by a non-protocol question, and the “+” symbol refers to data that was not solicited by the interviewer.

### **Appendix 4.3: Annual reports and website content quotes on the “Participativeness” concept- Bank 1:**

*“...The bank signed agreements with a number of international organisations to distribute aid to refugees utilizing the Iris recognition technology within the Bank’s branches and on ATMs...enabling beneficiaries to withdraw their cash aid with ease and security. The number of beneficiaries reached nearly 32,500 individuals.” The Annual report of 2014.*

*“The bank continued to actively support the local communities and participate in a variety of national and religious functions in Jordan and Palestine, where the bank sponsored a number of conferences and events. The bank also helped a number of organisations, associations, and charity fund as means of supporting the development and the productivity of local communities as well as supporting the less privileged areas in order to assist in increasing these areas ability to participate in the national social and economic development.” The annual report of 2006*

*“The bank continued to actively support the local communities and participate in various national and religious activities in Jordan and Palestine. During 2007, the bank supported a number of educational organizations, as well as associations and charity funds.” The annual report of 2007*

*“Socially Responsible: we will give back to the communities so that our brand remains etched in their memories.” the bank’s website.*

*“The management of \*\* Bank has developed its programmes and the quality of its partnership with the local community so as to implement its policy in promoting the overall development and its sustainability.” the bank’s website.*

### **Appendix 4.4: Additional interview quotes on the “Participativeness” concept- Bank 1:**

*“Whenever the bank refuses to support a promising program or a convincing cause due to these limitations, the board members support it personally, using their other financial resources... as they donate from their personal resources in addition to what the bank does in terms of CSR” interview B1A*



*“This enthusiasm for CSR I think is attributed to their [the board members] personalities’ nature, to how they were educated and raised, to how they developed themselves, to the environment and social context they come from” B1G interview*

*“Our bank’s heritage is represented in its community participation which is now a fifty years old practice” B1EF interview.*

*“We later decided to concentrate on the basics...so we decided to focus on three domains: culture, health, and education this has become our focus since then” interview 1BA.*

*“With regards to the bank’s community contributions there is nothing that we do not contribute to. We contribute to all sectors, for example the universities, all the state universities, we sponsor their conferences and workshops. Another example is public schools, we contributed to the {My School} initiative which is led by her Majesty Queen Rania. We also participated with the security bureaus in their national level programs. Additionally, we contribute to King’s Hussain Cancer Foundation, in fact we are one of their biggest sponsors” 1BEF interview.*

*“We also offered sponsorships to the children of the public sector employees” interview B1EF*

*“The public school...we have contributed a lot to the development and to the renovation of the public schools” Interview B1D*

*“We have been always supporting students an example of it is our support for the {My School} initiative of her Majesty the Queen” interview B1C*

*“The bank’s smart ID card project with the universities will also help the universities by giving them a chance to generate income as they will share us some of the profits we will generate” Interview B1G*

*“...after that the use of the iris recognition technology increased with the advent of the Syrian refugees crisis as the UNHCR decided to pay monthly monetary aid for the Syrian refugees and they wondered how can we make sure that the aid is delivered to its qualified refugees knowing that the refugees are spread throughout the kingdom’s cities so they were looking for both a middleman that has the suitable database and network and also has an intensive and convenient distribution channels. Therefore, and*

*because of our capabilities and especially the IRIS recognition technology the bank had to participate in this tender and it won....” Interview B1C.*

*“ Here is another similar example, the United Nations Refugee Agency (UNHCR) and other organisations need to deliver the monthly monetary support to the Syrian refugees in Jordan... these organisation has chosen us to deliver the support to those who are supposed to receive it” interview 1BA.*

## Appendix 4.5: Triangulating the “Participativeness” selective label finding- Bank 1:

The selective code label: Participativeness											
Axial codes labels	Interviews						Type of data			The Secondary collection methods	
	B	B	B	B	B	B	formulating the code*			Annual reports	Website content
	1	1	1	1	1	1	*	+	#		
A	B	C	D	E	F	G					
Community caring-a banking necessity	✓	✓	✓		✓		9	4	1	✓	✓
A CSR enthusiast management	✓		✓	✓	✓	✓	7	5	1	✓	
A highly involved corporate management in CSR	✓		✓	✓	✓	✓	4	3	0	✓	✓
A bank of a community service heritage	✓		✓	✓	✓	✓	1 3	1	1	✓	
Broad CSR involvements: education, health, and arts and culture	✓	✓	✓	✓	✓	✓	1 2	2 4	0	✓	✓
The facilitator of refugees' relief	✓	✓	✓		✓	✓	2	4	2	✓	✓
CSR- a community-purposed practice	✓		✓	✓	✓		3	3	0	✓	

\*: the “\*” symbol refers to data that was generated by an interview protocol question, while the “#” symbol refers to data that was generated by a non-protocol question, and the “+” symbol refers to data that was not solicited by the interviewer.

## **Appendix 4.6: Annual reports and website content quotes on the “responsibility” concept- Bank 1:**

*“Caring for our stakeholders: we demonstrate our care by listening to our internal & external stakeholders and working with them to exceed their expectations” the bank’s website.*

*“The employment policy depends largely on matching qualification, experiences, and skills and competencies of candidates with the requirements of the vacant positions at the bank...minimum qualifications for all positions in the bank have been determined for purposes of recruitment...candidates with these minimum requirements are then interviewed, evaluated, selected and recruited based on their ability to meet such requirements. Thus ensuring the placement of the “right person in the right position”. The annual report of the year 2005.*

*“With regard to the managerial expenses...and although the bank management was keen on reducing these expenses, it could not achieve this desired reduction due to the increase in the living expenses during the last year which obligated the management to grant the employees exceptional salary increases during this year aiming at helping them to cope with rising in the prices of the basic needs...” the annual reports of the year 1973.*

*“The career development policy adopted in giving existing employees the priority in filling vacancies within the bank has had a significant impact in maintaining and raising the level of job satisfaction of employees” the annual report of the year 2014.*

## **Appendix 4.7: Additional interview quotes on the “Responsibility” concept- Bank 1:**

*“With regard to, the social responsibility we are trying to institutionalise it, it is not institutionalised yet but it exists, it has been in existence since the bank’s inception...” Interview B1B.*

*“you can’t layoff these peoples, for the purpose [for the sake of] of the people themselves... This was just one example that shows that we are not one hundred percent aiming at maximising the wealth of shareholders. And that is what differentiates us, the humanitarian dimension we have...” Interview B1A.*

*“For example, if I am offering a product for the employees of Jordan University of Science and Technology and as I have an exclusive presence there and no other banks exist in that university campus then I have to contribute to this state university. I will have to have some social/community fingerprints their” Interview B1C*

*“for example, we are one of the most compliant banks we are the pioneers when it comes to compliance” Interview B1G.*

*“we have the transparency, the transparency that we have, we are a transparent bank. Moreover, transparency is something that we are keen on reflecting” Interview B1D*

*“...there is no favouritism of any kind in this bank. An employee can get promoted to any higher vacancy that he is capable to fill as a result of his/her competency...” Interview B1EF*

*“the bank feels responsible towards...and also towards its internal community, towards its employees in specific. Every year it offers scholarships for the employees’ children, and this is part of its felt social responsibility. The bank feels a high responsibility towards its employees. If an employee; God forbids; gets seriously ill the bank would never give up on him and will support him. I have never heard that the bank gave up on an employee who was facing a hardship. Moreover, this is part of its responsibility towards its employees, to look after its employees, to sponsor and then to employ their children. This is part of the bank responsibility towards its internal community” interview B1EF.*

*“...we, of course, have health insurance for the employees, but there are always employees who cannot pay their shares of the health coverage. So we always and through the HR committee provide additional support for these cases. This committee meets up on a weekly basis to assess and approve these requests” interview B1G.*

*“...many of the branches' current managers began in the bank as ordinary employees. I mean they were not recruited from the outside but rather from the inside of the bank. For example, I did not begin as a head of the department but rather as a supervisor and most of the other heads are the same...” interview B1C.*

## Appendix 4.8: Triangulating the “Responsibility” selective label finding- Bank 1:

The selective code label: Responsibility											
Axial codes labels	Interviews						Type of data formulation			The Secondary collection methods	
	B1	B1	B1	B1	B1	B1	ng the code*			Annual reports	Website content
	A	B	C	D	EF	G	*	+	#		
Constant social responsibility contributions	✓	✓		✓		✓	3	1	0	✓	✓
A socially responsible business conduct	✓	✓			✓	✓	4	3	2	✓	
A transparent bank	✓	✓		✓	✓	✓	1	2	1	✓	✓
An employees obligated bank	✓		✓	✓	✓	✓	7	2	2	✓	✓
A bank of humanitarian management	✓					✓	2	0	1		
A nationally committed management					✓		2	0	2	✓	✓
Feeling responsible because of the presence	✓		✓				1	2	0	✓	
Feeling obligated towards community	✓	✓					0	6	0	✓	✓
Employee-empowering bank			✓	✓			4	2	0	✓	✓
Feeling responsible due to its local significance	✓	✓					0	3	0	✓	

\*: the “\*” symbol refers to data that was generated by an interview protocol question, while the “#” symbol refers to data that was generated by a non-protocol question, and the “+” symbol refers to data that was not solicited by the interviewer.

## **Appendix 4.9: Annual reports and website content quotes on the “Utility” concept- Bank 1:**

*“...And this is just an honest expression to the audience about the sincere and good efforts that this institution has exerted to develop the trade activities in this country by making the best financial services and the best banking facilities available to the use of clients and the public. Behind all this effort is the aim of supporting Jordan’s economy and pushing the progression wheel further ahead.” the bank’s annual report of the year 1963.*

*“\* \* Bank support of culture and art is reflected in being the only bank having a gallery at the building of its general management where it is considered a national and Arab sponsor of formative artists and habitat for young talents that compete to win the bank’s annual prize that was allocated for the most beautiful paintings reflecting subjects related to community culture.” The bank’s website.*

*“During 2008, the Bank opened its art gallery in its head office to become the first bank in Jordan to host an art gallery that supports the cultural movement in Jordan. The gallery holds regular exhibitions for Jordanian artists.” the bank’s annual reports of the year 2008.*

*“The Ministry of Finance and \*\* Bank signed an agreement on the provision of banking services under which the Bank collects government revenues from all its branches and have them transferred to the general account of the treasury on daily basis, as well as government cheques cashing which are being drawn on the Central Bank according to the mechanism approved by “The Central Bank.” The bank’s website.*

*“The bank’s branches has continued servicing the state’s bureaus and to the public institutions...and as result for the arrangement it had with the Central Bank of Jordan and the Ministry of Finance, the bank has opened an account for the State Treasury in our Nablus, Hebron, Jenin branches.” the annual reports of the year 1965.*

## **Appendix 4.10: Additional interview quotes on the “Utility” concept- Bank 1:**

*“We have become a national cultural testament.” executive manager- bank 1*

*“or Jordan as I previously told you \* \* Bank is an outstanding and well-established institution and everyone looks at it as a vital institution.” interview B1A.*

*“whenever there is such project \*\*bank is suggested saying it has the effective network and they have the know how, they know how to implement such projects, especially the aspect of delaing with massive number of people, and they have the needed systems” interview B1C.*

*“when we for example talk about the bank’s chairman, Mr.\*\* who is a member of the royal committee for \* \* similarly our general manager Mr.\*\* they are members of country level councils and of the boards of the most important national institutions” interview B1EF.*

*“It is essential that an institution utilises its heritage. Otherwise, heritage will have no value. If I do not use my heritage if I do not come up with an advantage of this heritage...it is the bank’s responsibility to highlight its heritage, and we usually do. We highlight it by highlighting the relationships that we have with the entities that we have been working with for a long time now.” interview B1EF.*

*“Frankly speaking, the bank does not bargain about anything that is in line with the national interest. We go and visit the universities and meet with their presidencies and we are usually asked to contribute to the Poor Student Fund and we have never bargained about our contributions or argued about them. And this is a thing that you don’t see in the way other banks deal with these matters, even the other inveterate financial and trade institutions. This actually stems from the fact that the bank has the Jordanian nationalism as a driver for its conduct and that it is affiliated with this country” interview B1A.*

*“We have been in existence for more than sixty years now. And what was the country before sixty years?!. Therefore, we are an essential part of this country’s history, and we represent a significant part of this history” interview B1G*

*“...So it is important to look back at the bank’s history as it is a representation of the country’s history and heritage” Interview B1A.*

*“Before a while, I was in a middle of a phone call with my cousin who was inquiring about the payment of the recently announced royal grant for public schools’ students.*



*He was telling me that he heard that it will payed again through the bank. So our bank now and again is implementing this royal grant, we have been serving the state by doing this” interview B1C.*

*“We have been serving the state in different ways. One of these is the state fund collection. You know, we are a bank of wide and intensive presence, so they contracted with us to become their official fund collector” Interview B1C.*

*“In addition to this, and as our relationship with the State and its public sector is a marriage relationship, we are today responsible for a part of the State's financial matters” interview B1A.*

**Appendix 4.11: Triangulating the “Utility” selective label finding  
- Bank 1:**

The selective code label: Utility												
Axial codes labels	Interviews						Type of data			The Secondary collection methods		
	B1 A	B1 B	B1 C	B1 D	B1E F	B1 G	formulating the code*	*	+	#	Annual reports	Website content
The state's bank	✓		✓					4	4	1		✓
a bank of a national identity importance	✓	✓		✓	✓	✓		15	5	5	✓	✓
A nationally important bank	✓		✓	✓	✓			2	8	0	✓	

\*: the “\*” symbol refers to data that was generated by an interview protocol question, while the “#” symbol refers to data that was generated by a non-protocol question, and the “+” symbol refers to data that was not solicited by the interviewer.

**Appendix 4.12: Website content quotes on the “Acceptability” concept- Bank 1:**

*“The basis of this support is the bank’s faith in support of the cultural movement because it provides an opportunity to learn about new cultures, in addition to promoting tourism through making Jordan a leading cultural destination for musical and theatrical performances and highlight the archaeological sites in Jordan. During the year, the bank has also supported Jerash Festival, the Royal Society of Fine Arts and Human*

*Rights Films Festival, in addition to another number of cultural events.” The bank’s website.*

*“The Bank continued providing support to Al-Aman Fund for the Future of Orphans which aims to equip orphans with the necessary education and providing them with skills making them self – reliant and to enable them for a better future following transition from government-funded orphanages.” the bank’s website*

#### **Appendix 4.13: An additional interview quotes on the**

##### **“Acceptability” concept- Bank 1:**

*“When we, for example, make a press release about a painting exhibition we organised this would appear in the newspapers as a common piece of news. But for example, the bank would never publicise that it has employed a son of an employee because his father was an employee in the bank and because the banking has been sponsoring the education of the son.” Interview B1EF*

*“...now in reality and practicality anyone that provides something positive to the community is being heartfully thanked due to the community great need.” interview B1C.*

*“Firstly, it is really a good indication of the bank that it could survive more than fifty years of severe economic and social conditions that the country has witnessed...” interview B1D*

*“We have never felt any negative feedback with regard to our community participation efforts. In fact, all the feedback we had in this regard was mostly positive feedback. And I think this is simply because the community appreciates anything you would do for them.” Interview B1B*

## Appendix 4.14: Triangulating the “Acceptability” selective label finding - Bank 1:

The selective code label: Acceptability											
Axial codes labels	Interviews						Type of data			The Secondary collection methods	
	B 1 A	B 1 B	B1 C	B 1 D	B 1 E F	B1 G	formulating the code*			Annual reports	Website content
	*	+	#								
CSR communications mainly about the rationales	✓	✓					1	1	1		✓
A constantly turbulent area				✓	✓	✓	2	1	0	✓	
A non-CSR scrutinizing community		✓	✓		✓		3	0	2		
Little CSR publicity		✓	✓		✓		1	10	0		

\*: the “\*” symbol refers to data that was generated by an interview protocol question, while the “#” symbol refers to data that was generated by a non-protocol question, and the “+” symbol refers to data that was not solicited by the interviewer.

## Appendix 4.15: Annual report and website content quotes on the “Perspicacity” concept- Bank 1:

*“Also, and within the conservative credit policy which the bank has been following for several years now, the bank was able to achieve an amount of before-tax profits during the year 1999 that is equal to what it achieved in the past three years.” the annual reports of 1999.*

*“These exceptional results were achieved due to the conservative and effective credit policy adopted by the Bank during the past years, as well as the extensive improvement in risk management practices that ameliorated the quality of the credit*

*portfolio as portrayed by the increase in provision coverage” the annual reports of the year 2010.*

*“The Chairman of the Board of Directors Mr. \*\* stated that: thanks to its successful strategy, conservative policy, and prudent risk management, in addition to its commitment to the best standards of the banking work, to achieve outstanding results in most of the operational indicators, as assets of the bank had grown by 6.3% to reach 2,353.1 million Jordanian Dinars, while customers deposits had grown by 11.3% to reach 1,587.4 million Jordanian Dinars.” the bank’s website.*

#### **Appendix 4.16: Additional interview quotes on the**

##### **“Perspicacity” concept- Bank 1:**

*“The bank’s growth story, how it grew from only few branches and now our branches and offices everywhere. This is by itself a great success story.” interview B1EF.*

*“The stable and continual progressivity, this is the value I see the bank representing. For example if we talk about the banking systems we have been always the first to use every new system.” interview B1D.*

*“Our rank has always been either the third or the fourth in terms of the bank size.” interview B1A.*

*“we have been in existence for more than sixty years now, and look how much hard time has the country seen and the bank survived all this. If you do a search you will find that there are banks that could not survive and continue but we survived and continued.” Interview B1EF.*

*“We have never had a degradation in profitability caused by internal reasons. All the degradation we had were caused by external environmental and uncontrollable reasons only.” interview B1D.*

*“We have never had unjustifiable retractions, all the retraction we had are justified by environmental reasons.” Interview B1EF*

*“...Plus that from a risk appetite point of view it is all about risk. We are a very conservative bank, we are happy with the little but lasting profits we generate. Our*

*board of directors have always been concerned about risk, and thus they are conservatives too.” interview B1A*

*“The retail banking is less risky and yet more profitable than the corporate banking. In the corporate banking, the loan that each customer get is very high, while in retail banking the same amount can be loaned to hundreds of customers. Thus, the risk of default will be very low as it has been spread over a much bigger number of customer.” interview B1C.*

*“We were the first to penetrate the public sector’s employees’ niche market. At that time this segment was the securest in the market as the government would never layoff its employees nor it would bankrupt. So, the continuity of the salaries transferences is assured.” interview B1A.*

*“we figured out that the profitability per customer in retail banking was very high and the risk of default was much lower than the corporate banking and the retail banking was very efficient in terms of cost of transaction per customer.” interview B1C.*

*“We do have loyal customers and shareholders. And this loyalty is attributed to the stability and comfortable dealing that characterise the bank. These customers sometimes witness situation where a competitor may offer a service that we do not offer or a slightly lower price but they resist this and keep working with our bank because of the loyalty they developed throughout the relationship with the bank.” Interview B1D.*

**Appendix 4.17: Triangulating the “Perspicacity” selective label finding -Bank 1:**

The selective code label: Perspicacity											
Axial codes labels	Interviews						Type of data			The Secondary collection methods	
	B 1 A	B1 B	B1 C	B1 D	B1 EF	B 1 G	formulating the code*			Annual reports	Website content
							*	+	#		
A conservatism and efficiency-motivated shift to retail	✓	✓	✓				1	0	4	✓	
a conservative for stability bank	✓			✓			3	2	3	✓	✓
A base of loyal customers	✓			✓			1	0	6	✓	
The constant successfulness	✓	✓	✓	✓	✓		23	8	1	✓	
A constantly internally stable bank		✓		✓			3	2	0	✓	

\*: the “\*” symbol refers to data that was generated by an interview protocol question, while the “#” symbol refers to data that was generated by a non-protocol question, and the “+” symbol refers to data that was not solicited by the interviewer.

**Appendix 4.18: Additional interview quotes on the “Pioneership” concept- Bank 1:**

*“We are available everywhere in the Kingdom. And additionally, the electronic services we provide has made the bank accessible to its customers all the time 24/7.” interview B1C.*

*“we are the only bank that for example we can come to the Ministry of Finance's or to Ministry of Health's employees and based on our long experience with them offer them customized products according to their specific needs. And we do appreciate the differences in terms of needs and preferences between the employees of each Ministry or public institution.” interview B1G.*

*“we really have greatly competent staff either in the branches or in the management.” interview B1EF.*

*“We are a really unique bank but we are no longer the sole player in the market as we used to be. It has become a highly competitive market.” interview B1C.*

*“Jordan is a small market that has a small economy. However, there are twenty five local and foreign banks that are intensely competing in this market.” Interview B1B.*

*“...for example, the first program we offered for the retail customers was a loaning program that does not require the customers to have two guarantors. During that time you would need two guarantors to get a loan and the maximum you could get was ten times your salary value. So, our program was; and it was a stunning one at that time; to offer six times a customer's salary but with no need for guarantors and it was a WOW offer.” interview B1C.*

*“Pioneering in retail banking require huge investments, today we have between 130 to 140 thousand customers who have salary accounts in our bank, and we have around 280 thousand customers in total... So to serve such a huge number of customers, you need to make a massive amount of investments, you need a wide spread of ATMs machines, and branches to service these peoples.” interview B1A*

*“We were the first to knock the door of the mass retail banking and retail facilities in the Kingdom...this was in the late nineties when other banks used to refuse dealing with the public sector's employees. We were the first to do this.” interview B1EF.*

*“Our staff have been a core competency for the bank. When the other banks began to open up to the retail market, our employees were targeted for recruitment by these banks. And this is simply because our staff is highly competent.” Interview B1D*

*“At that time all banks were working in the retail market but they were all offering very very conservative programs. So, the beginning was from our bank in the late nineties,*



*and the most important thing we did was getting rid of the guarantors condition because the use of this condition caused lots of problems for people. That was the beginning, the abandoning of the guarantors” Interview B1C.*

#### **Appendix 4.19: Annual reports and website content quotes on the “Pioneership” concept-Bank 1:**

*“The bank will begin the issuance of Visa Cards this year as result of joining a joint venture with four other banks to implement the Visa project in Jordan.” The annual report of the year 1992.*

*“\*\*Bank takes pride in being the first bank in the world to introduce the iris print as a mean of identification allowing customers to access their bank accounts and doing away with the ATM cards and the pass (secret) number. Thus, the system recognizes the customer and allows him to access his account and complete his banking transaction either at the service counter or at the ATM at the branches.” The bank’s website*

*“In a step that reflects its leading position in the local market, \* \* Bank (\*\*\*) recently received its ISO 27001 accreditation for meeting international standards with regard to its information security management system. By receiving this certification from the International Organization for Standardization (ISO), \* \* Bank joins the esteemed array of institutions holding this international accreditation.” The bank’s website.*

*“...additionally, the bank has begun with the procedure to provide the main branch with modern calculators which the bank’s operation and its new system have required its use including the computer that is hoped to be installed and operated during the year 1969” the annual report of the year 1968.*

*“in the second half of the year 1978 the bank purchased and installed a computer machine of the type NOVA 3 made by the reputable American company Data General to be used initially in Amman’s main branch but its use will be extended in the future to include the largest possible number of branches...we hope that this development in the bank’s operations will have positive and tangible effect in developing the operation methods and in assuring accuracy and promptness in customer service” the annual reports of the year 1978.*

*“in a continuation for the bank’s achieved success in the year 2004 in updating its financial systems which mainly focused on customer service and on responding to their needs , the bank has laid a strategic plan for next five years that aim at making the bank a frontier in the use of technological applications for servicing the financial industry...” the annual report of the year 2004.*

*“In order to broaden the bank’s customer base the bank intends to establish new departments like for example the individuals bank department which will direct its attention to the employees in the different institutions.” The annual report of the year 1991.*

*“\*\* Bank maintained its leading role in providing banking services to individuals while holding a sizeable share of the market, which is considered the main pillar of the Bank’s strategy. The Bank focused on providing direct sales and presenting special offers to targeted segments, and continued developing such offers to cater for its customers’ needs. The Bank also continued offering ATM loans and increasing the number of customers eligible for this program, as well as modifying its credit cards program equipping it with the best security tools. Moreover, the Bank’s marketing and promotional campaigns supported its activities in this field. This included several incentive campaigns directed at customers such as the saving accounts campaign that provided the largest number of non-cash prizes in the Kingdom, ...other incentive campaigns included the salary transfer campaign that provided customers with the opportunity to win multiples of their monthly salaries, and the incentive campaign related to the visa electron cards that gave customers the opportunity to attend the World Cup Tournament.” The annual reports of the year 2010.*

*“The Bank has continued to play a leadership role in providing banking services to individuals through the continuous development of its products and programs, promotion of a network of Bank branches and offices scattered in all Kingdom’s governorates and Palestine, and development of electronic banking services. “ the annual reports of the year 2014.*

## Appendix 4.20: Triangulating the “Pioneership” selective label finding -Bank 1:

The selective code label: Pioneership											
Axial codes labels	Interviews						Type of data formulating the code*			The Secondary collection methods	
	B 1 A	B 1 B	B 1 C	B 1 D	B 1 E F	B 1 G	*	+	#	Annual reports	Website content
A uniquely comfortable loaning process				✓	✓		3	2	0	✓	✓
The modern retail banking pioneer	✓	✓	✓	✓	✓		10	10	3	✓	✓
Realizing- retail banking requires substantial investments	✓						0	2	2	✓	
Innovation pioneer bank	✓	✓	✓	✓			0	2	1	✓	✓
Pioneering and customized products	✓			✓	✓	✓	12	10	9	✓	✓
The retail banking leader	✓		✓	✓	✓		11	6	4	✓	✓
A uniquely competent bank’s staff				✓	✓		3	2	0	✓	
Price-based competition				✓		✓	0	2	3		
Retail banking- a highly competitive market		✓	✓	✓			1	7	0		

\*: the “\*” symbol refers to data that was generated by an interview protocol question, while the “#” symbol refers to data that was generated by a non-protocol question, and the “+” symbol refers to data that was not solicited by the interviewer.

## **Appendix 4.21: Annual reports and website content quotes on the “Populsim” concept- Bank 1:**

*“\* \* Bank and \* \* recently signed a strategic partnership agreement sponsor the new card recently launched \* \* Bank; the Smart Card, which comes as part of the Bank’s partnership with a number of universities. Under this agreement, \* Jordan will provide several new services and features along with the innovative features that the “Smart University Card” already provides. The official agreement was signed during a ceremony held at \* \* \* \* – \* \* on September 8<sup>th</sup>.*

*\* \* Bank recently launched the Smart University Card with a number of Jordanian Universities including The University of Jordan, Yarmouk University Jordan University for Science and Technology and Princess Sumaya for Technology University to transform all students, administrative Cadre and Faculty Professors ID cards into smart cards that have multi usages including the access to campus facilities such as entrances and libraries, easier online authentication of university accounts, and serve as a prepaid credit card for purchases and cash withdrawal. This partnership agreement will include any and all universities that enter into this project in the future alongside those which already signed into the project.” The bank’s website.*

*“After establishing two stand-alone branches on the University of Jordan campus and at the university hospital, \* \* Bank has recently relocated the branch...Branch staff members are trained to assist with a number of banking transactions, including cash withdrawals and deposits, sending and receiving Western Union remittances, using the available ATM, and paying university tuition fees. \* \* Bank has already inaugurated a separate University of Jordan branch in addition to the University of Jordan Hospital branch. With the addition of the new university Students office branch, \* \* Bank now operates 94 branches strategically located throughout the Kingdom.” The bank’s website.*

*“A new office was opened in the university of Science and Technology and it has initiated its operation on the 25<sup>th</sup> of November, 1986. And thus, the bank has been providing excellent banking services to the universities and their faculties and students in all the Jordanian universities in the Kingdom” annual report of the year 1986.*

*“Over the course of the year, \*\* Bank continued to play a leading role in providing individuals with banking services and developing its products and programs, in addition to strengthening its network of service outlets, including branches, offices and ATMs across Jordan’s various governorates.” the bank’s annual report of the year 2016.*

*“In an actualisation for the policy that the bank has been following to serve its company and trader customers in a more broadened and effective way, new branches were opened during the last year in... Al-Zarqa {a governorate} ...it is delightful that your bank is the innovator of the idea of opening office branches in the capital and the first to implement it as this idea was welcomed, liked, and encouraged by the citizens in Amman” the bank’s annual report of the year 1962.*

*“The program of expanding the establishment of an integrated branches network for the bank that covers all the Kingdom’s areas was a result of a policy that the bank followed since its establishment...” the annual reports of the year 1963.*

#### **Appendix 4.22: Additional interview quotes on the “Populism” concept Bank 1:**

*“Because currently, most of the banks are increasingly moving towards the boutique bank concept. But for us no, we are a bank for all individuals, for the government and its institutions’ employees, and therefore, we have presence there, and we located ATMs at their premises, and we have custome-made products for them.” Interview B1A.*

*“\*\*\*bank deals with those who earn 180 JD a month, we deal with the low and the middle classes. You of course can imagine these people’s life conditions and how vulnerable they are to any worsening in the economic or political conditions” interview B1C*

*“we serve a sector that other banks have been neglecting .Today, we serve the low-income customers, including those whose income is less than 200 JDs a month [equivalent to 224 GBP a month]. We are the only bank that reached low-income employees and gave them tailored banking products” interview B1A.*

*“...we were the first to target the public sector’s employees and the first to loan them”  
interview B1B.*

*“The fact that we are the public sector’s bank is part of the bank’s heritage. It is a well-known fact” interview B1EF.*

*“We are offering the public sector’s employees custom-made products that cover all their varied needs starting from those who work on per diem to the senior employees”  
interview B1G.*

*“But today, we possess the biggest chunk of the public sector’s employees and they have been dealing with us for long time now because we know them and they know us and we offer them the best policy and procedure.” Interview B1A.*

*“...At the early beginnings, the bank’s employees used to pay the public sector’s employees their salaries at their work locations. I did witness that time when we used to pay the soldiers their salaries at their barracks...” interview B1EF*

*“In the beginning, they [the bank’s individual clients who are the employees of the public sector] used to receive their salaries in cash through our sales reps. Interview B1A.*

*“We are serving all the other governorates. It is well-known that the majority of those who work in the public sector do not reside in Amman, this is why” interview B1A.*

*“We are present in all governorates. It is only us and few other banks who have this privilege, as we deal with a massive number of customers it is important that we have efficient delivery channels and these channels modernity is important. This is actually an aspect of the aspects that have been differentiating us in the last twenty years”  
interview B1B.*

*“...our extensive and intensive presence has been a factor that differentiates us”  
interview B1D.*

*“We have opened branches in locations that no other banks would open in, such as in \*\*, who other than us would open a branch there?, or in \*\*, or in \*\*” interview B1A.*

*“Retail banking can’t be successfully functioning unless you have a widely intensive spreading for your ATMs and branches” interview B1A.*

*“We introduced lots of programs for the universities’ communities and the aim was to facilitate the banking transactions for these groups, and therefore, we are present there with our branches and offices and we are the bank that has the biggest presence there” interview B1D.*

*“We are the only bank that existed in the state universities since their establishment and till now” interview B1EF.*

*“And as we have an exclusive presence in eight state universities...” interview B1A.*

## Appendix 4.23: Triangulating the Populism selective label finding -Bank 1:

The selective code label: Populism											
Axial codes labels	Interviews						Type of data			The Secondary collection methods	
	B1 A	B1 B	B1 C	B1 D	B1 EF	B 1 G	formula ting the code*			Annual reports	Website content
	*	+	#								
The masses' bank	✓	✓	✓		✓		6	3	0		
The salaries' payer	✓	✓	✓		✓		3	9	2	✓	
The low/middle classes' bank	✓		✓		✓		9	1	0	✓	
The governorates' bank too	✓	✓	✓		✓	✓	3	5	0	✓	✓
The universities' bank	✓			✓	✓	✓	0	6	2	✓	✓
An extensive national presence	✓	✓	✓	✓	✓	✓	6	8	3	✓	
Realizing-retail banking require intensive presence	✓		✓				1	3	0	✓	
The public sector's bank	✓	✓		✓	✓	✓	1 4	6	2	✓	✓

\*: the "\*" symbol refers to data that was generated by an interview protocol question, while the "#" symbol refers to data that was generated by a non-protocol question, and the "+" symbol refers to data that was not solicited by the interviewer.



## **Appendix 4.24: Additional interview quotes on the “Pertinency” concept- Bank 1:**

*“Heritage is part of everyone’s self, it is who I am, why I am here. I mean it is the things that compose one’s self, it is what makes someone self-proud...” interview B1B.*

*“You can never neglect this history. I can never give it up because it is part of my identity now... you can never change this, changing this would be extremely difficult, even for the people, the reputation you have built and gained throughout more than fifty years now. You can’t change people’s views about you suddenly” Interview B1EF.*

*“The past is definitely a part of our bank’s composition. Thus, I believe we unconsciously take it into our consideration, but I think that we tend to be more future-oriented too” interview B1B.*

*“...and thus, any strategic planning should never neglect the past and the history especially when you have a glorious and positive history. It is a must that your futuristic planning acknowledge and not neglect your past as it should have become part of your identity, part of your futuristic planning” interview B1EF.*

*“This history and heritage are actually our experiences and the expertise that the bank has developed so it definitely plays a role. If we for example made a mistakes during these fifty years we have learned from these mistakes thus they will never be repeated, the opportunities we have lost for example we have learned to never loss them again and this is clear and can be easily proved by looking at where we are now, at how much we have grown especially during the last eight years...so these years are experiences that we have learnt from” interview B1D.*

*“Our heritage is the experiences and the knowledge we have gained. We now very rarely relying on other’s experiences, we are now making value of our experiences. This is a really valuable heritage, a solid one” interview B1C.*

*“...for this reason I believe that the programs the bank offered to its customers, the bank’s customers, and the bank’s strategy are all pillars for the bank’s heritage” interview B1C.*

*“...and we now have customer relationships with the sons of the old customers, we have customer relationships with families, complete families, grandfathers, fathers, and sons” interview B1EF.*

*“The bank’s services for the groups that the bank targeted throughout its history is a heritage aspect. The most important heritage aspect for the bank is its customers because they are the ones who raised its pillars and made its success” interview B1C.*

*“...We still have customer relationships that go back to the sixties of the past century” interview B1EF.*

*“...much time has passed since the bank opened its first university branch. And now the bank has come with the new idea of students' smart cards, which serves the students and make their lives easier as they no longer need to carry cash and it saves them from the risk of carrying cash. And it offers them discounts, thus, in the future when the student graduates the bank will be able to maintain him as a customer” interview B1EF.*

*“Our work with and within the universities in the past and the new project we have just set with universities to establish a relationship with the new emerging generation” interview B1EF.*

*“I should always refer to my history whenever I’m planning for my future to build on my history and to never neglect it. So we should be working more on preserving our heritage” interview B1EF.*

*“...But in my opinion heritage is an intangible thing and it is altogether a positive heritage, I mean your heritage is the positive heritage which people keeps remembering about you. For example, my heritage as \*\*Bank is that I am the public sector’s bank and this is known for all people” interview B1EF.*

*“Heritage is something that is of great value and deeply rooted. When I think of it, I don’t know I think it is the prospects you have it is the ability to continue and last over time” interview B1D.*

*“With regard to heritage and history in my opinion they are considerably intangible things” interview B1EF.*

*“Even your reputation, the reputation you gained throughout these fifty years, it is a part of your heritage, you can change the way people view the way they talk about you” interview B1EF.*

#### **Appendix 4.25: Annual reports and website content quotes on the “Pertinency” concept-Bank 1:**

*“Since its establishment as a Jordanian public company in 1960, has been keen on employing its strong capital and its five-decade, well-founded experience to play a distinguished leading role in promoting the national economy through providing a distinct and inclusive range of services and successful banking solutions that fulfill the various needs of its customers.” The bank’s website content.*

*“The bank has held in its gallery a documentary exhibition about \*\* Bank’s history which was established in 19\*\*. This exhibition comes in a time during which the bank’s 50th anniversary is being celebrated...the exhibition comprises a group of rare photos that features the founders’ generations and the economic, social, and political conditions that prevailed during the sixties as well in addition to a selected group of the bank’s old belongings of machines and tools which the bank used throughout its history...” the bank’s website content.*

*“The strategy of the Financial Inclusion was at the forefront of the Bank’s priorities in 2015. The Goal of expanding and improving the quality banking services to reach all sectors of society was crowned by signing cooperation agreements with each of the University of Jordan, Yarmouk University and Princess Sumaya University for Technology. The innovative idea of transforming students, administrative personnel and faculty members’ ID cards to multi-use smart cards that will be utilized as an e-payment card in all online points of sale was created.” the annual report of the year 2015.*

**Appendix 4.26: Triangulating the “Pertinency” selective label finding -Bank 1:**

The selective code label: Pertinency												
Axial codes labels	Interviews						Type of data			The Secondary collection methods		
	B	B	B	B	B	B	formulating the code*	Annual reports	Website content			
	1	1	1	1	1	1						*
Heritage remodeling from universities to students					✓	✓	3	3	0	✓		✓
Heritage/history-a tacit factor of strategic planning		✓	✓		✓		3	2	0	✓		
The bank’s heritage-a major element of its identity		✓			✓		2	2	0			✓
Heritage-a strategic marketing and knowledge asset		✓	✓		✓		9	1	0			✓
A still nascent heritage – conscious management	✓	✓	✓	✓	✓	✓	9	5	0	✓		✓
Still nascent core values		✓	✓		✓	✓	4	2	0	✓		✓
Heritage is mainly composed of intangibles				✓	✓		6	1	0			
Customers a bank’s heritage pillar			✓		✓		6	1	0			

\*: the “\*” symbol refers to data that was generated by an interview protocol question, while the “#” symbol refers to data that was generated by a non-protocol question, and the “+” symbol refers to data that was not solicited by the interviewer.

## **Appendix 4.27: Additional interview quotes on the “Utility” concept- Bank 2**

*“If I want to rank the banks that exist in Jordan I would rank our bank in the same rank of the \* Bank and \* Bank. But different from \* Bank we are older, and different from \* Bank we are more Jordanian. And different from both of them our bank was established in a very critical timing of the Kingdom’s age.” Executive manager-bank 2*

*“First, you talk about history this bank has witnessed the Kingdoms development and its economy across the different stages so it grew and developed with the growth and the development of the Jordanian economy. For example, go back to the sixties and look at the size of the country’s GDP during that time and look at last year’s GDP and see how much has the country has grown since that time” interview B2C.*

*“on the country level we are part of the national financial system and without me without the whole banking sector of course but especially without me there will be a problem as you can’t import products without opening a letter of credit you can’t receive money from overseas without having a bank account, the government would not be able to borrow money internally if there was no big enough bank “interview B2D.*

*“The bank orientation to lend in accordance with the state’s development plans is definitely an old one probably fifteen years old. I am saying this based on my limited knowledge about the bank’s past. I have been working for the bank for two years now and I was following the bank’s news and development for thirteen years before that” Interview B2D.*

*“...although Jordan is a small country in terms of population, the percentage of the banked people is still very small” interview B2E.*

*“...we are in fact the third largest bank in terms of staff size after \* Bank and \* Bank” interview B2D.*

*“...we are an institution that employs almost two thousands employees which means that this bank is the source of livelihood for two thousand families helping them to have decent life and it means that there are two thousand families covered with health insurance by the bank” interview B2C.*

*“What is really unique about the bank is that it is one of the very few old banks that were founded in Jordan. And that it is a bank of a Jordanian national identity and this is the most important aspect of its uniqueness because we represent that identity”* interview B2C.

*“...this institution has passed through and witnessed the developments of the Jordanian economy and contributed to the establishment and the development of Jordan in all aspects...”* interview B2C.

*“The cost of establishing and maintaining a relationship in the light of these new regulations and instruction has become high. Therefore a new challenge was created for a massive segment of the Jordanian community, as opening a bank account and accessing the local financial system has become now more difficult for this segment of the Jordanians. And it is becoming more and more difficult due to the costs that banks are now required to incur to fulfil the legal and regulatory requirements in this regard”* interview B2AH.

*“The bank’s story is, in fact, a chronicle for the story of Jordan as it chronicles all the development stage and difficulties that the country, the community has gone through. It shows the size of the public budget and how it grew over the years, the public decisions that were taken and the dynamics of these decisions, and the strategy and the vision of that time. Also, it reflects the difficulties and the challenges that the country and thus the bank have gone through, for example, the crisis of 1989, the Dinar crisis”* interview B2AH.

*“...I am helping to reduce the unemployment rate in Jordan not only by creating job opportunities for fresh graduates but by also developing them to secure job positions in the Arabian Gulf’s market later on”* interview B2D.

*“Some of the things that distinguish our bank are the bank’s name, its oldness and rootage, and also its national Jordanian identity”* interview B2F.

## **Appendix 4.28: Annual reports and website content quotes on the “Utility” concept- Bank 2**

*“Many employees benefited from the qualification program and gained banking skills and expertise to move and work in the Gulf.”* The annual report of 2005.

*“The year 2007 witnessed major transformation in the bank in general. Among these transformation is MR. \* \*’s decision to step down from his position as Chairman of Board...the decision came to end a long history of successes and achievements. As Mr. \* spend more than 20 years serving the national economy...” the annual report of 2007.*

*“In line with the bank’s active role of serving the national economy and furnishing major national institutions with necessary financing corresponding with the size of their activities and businesses, Bank \* \* has participated in leading, managing and executing a number of syndicated loans in cooperation with several local and regional banks. The syndicated loans have financed many major projects, including those in the infrastructure, trading, industry and education sectors.” The bank’s website.*

*“The idea of founding a Jordanian bank that is established by a capital of which Jordanian people can contribute to was sprouted in the early months of the year 19\*\* and its primary objectives was to promote trade and to contribute to the construction processes and to establish industrial and agricultural projects” the annual report of the year 1960.*

*“This budget is a continuation for the bank’s progress in serving this country’s economy. An attestation on this is the increase in the numbers of deposits and banking facilities to clients which was a result of our four branches activities in Amman, Jericho, Alkarak, and Jenin” the annual report of 1964.*

*“It pleases the board of Bank \* \* to introduce to you the annual report for its fifteenth year along with the balance of sheet and the income and losses statements as they were on the 31st of December, 1975. You definitely remember the amount of progress that the bank has achieved in all of the financial processes in 1974, while the numbers of 1975 come to highlight the role that the bank has performed in serving the Jordanian economy and the status that the bank has occupied in the financial and the economic spheres” the annual reports of the year 1974.*

*“Marking a further milestone in its efforts to expand financial inclusion in Middle East and Africa (MEA) through accelerating the acceptance and adoption of electronic payments, Bank \* \*, signed a long-term strategic partnership agreement with*

*Mastercard, a leading technology company in the global payments industry.” The bank’s website.*

*“...conscious that what we are going through is only temporal and that it is necessary to contribute effectively to support the Central Bank in its efforts to deepen and to root the financial reform and the restructuring of the Jordanian Economy” annual report of 1997.*



## Appendix 4.29: Triangulating the “Utility” selective label finding - Bank 2

Axial codes labels	The selective code label: Utility											
	Interviews							Type of data			The Secondary collection methods	
	B	B	B	B	B	B	B	formulating the code*	Annual reports	Website content		
	2	2	2	2	2	2	2					
A	B	C	D	E	F	G	*	+	#			
H												
A bank of a national economic development role	✓		✓	✓				4	1	2	✓	✓
Supporting the development of the national financial system				✓				1	2	0	✓	✓
The government’s economic growth policies’ backer				✓				1	1	4	✓	
An old Jordanian national bank	✓	✓	✓	✓		✓		5	1	0	✓	✓
The unbankables are a country-level challenge	✓				✓			0	4	0	✓	✓
Contributing to a lower unemployment rate			✓	✓			✓	4	4	0	✓	✓
A leading Jordanian bank	✓	✓	✓	✓	✓	✓		12	3	1	✓	✓

\*: the “\*” symbol refers to data that was generated by an interview protocol question, while the “#” symbol refers to data that was generated by a non-protocol question, and the “+” symbol refers to data that was not solicited by the interviewer.

## **Appendix 4.30: Additional interview quotes on the “Participativeness” concept- Bank 2**

*“...we support associations, clubs, and charitable institutions that have benevolent community-related objectives...” interview B2B.*

*“Our CSR only aims at supporting certain values within the community. So, if we, for example, chose to support a charity or an NGO, we would not interfere in their matters because we only give donations to support certain values.” Executive manager-bank 2*

*“...For example, the handicapped, we focus on them, and we aid them in different ways, we have been keen on sponsoring their sporty and educational events” interview B2B.*

*“...so our initiatives are varied...we support a variety of sectors. We have not been focusing on a specific one.” Interview B2AH.*

*“...of course the environment, it is another type of our CSR initiatives. We have been cooperating with \*\*\*, supporting their anti-desertification projects in all ways money, time, and physical effort.” Interview B2B.*

*“...we also support the Children Museum which is a non-profit seeking educational facility that is unique of its type in Jordan” interview B2G.*

*“I think our universities’ students’ sponsorships program which was in cooperation with the Ministry of Higher Education have contributed a lot to the community by helping a big group of the poor students complete their studies. This program is still going on in cooperation with the Ministry” interview B2AH.*

*“We now focus more on the sustainable CSR projects or on the projects that have a sustainable or long-term impact on the community...” interview B2B.*

*“We have been supporting the Children Museum for seven years now as we have been generating great impact on the community’s less fortunate children through this sponsorship” interview B2B.*

*“Also, we contributed a lot to the Queen’s initiative Mdrasty. It is true that this is the Queen’s initiative, but it also has merit as it aimed at the development and the*

*enhancement of the schools' atmospheres for a more productive learning..." interview B2AH.*

*"The CSR concept is new, but the bank was implementing it before its appearance in the market. I can talk about the period which I witnessed, I began working for the bank the year 2000, and there were community participation programs and sponsorships for a variety of causes during that year and the years after" interview B2B.*

*"The most important thing for the bank when it comes to deciding whether to support this or that CSR proposal is the project's continuity in terms of the effect on the community, because we always try to use our CSR budget very effectively by trying to generate the maximum possible impact from this budget" interview B2F.*

### **Appendix 4.31: Annual reports and website quotes on the "Participativeness" concept- Bank 2**

*"The bank will continue its policy of interacting with the local communities and contributing to the community activities" the annual report of 1990.*

*"again, the bank continued its active role and presence on the social arena through supporting and participating in the sports, cultural and social activities as part of its contribution towards the welfare of the local communities" the annual report of 1993.*

*"As a financial institution that is of a social mission too, keen on adopting a variety of diverse social and cultural charitable activities, and on providing monetary and in-kind support for a variety of charitable organisations that are concerned with human, health, cultural, educational, professional, and environmental causes, the bank has continued during the year 2001 its support..." the annual report of the year 2001.*

*"In pursuing its mission and deep-rooted values towards the local society and surrounding environment, the bank continued its generous drive in caring for and supporting various activities as a contribution to enhance local capabilities and potential for better services." The annual reports of the year 2006.*

*"the bank continued to pay back to the local community through sponsoring and supporting educational, cultural, sporting, arts, and charitable activities..." the annual report of the year 2014.*

*“...And for the sixth consecutive year, the bank maintained its strategic relationship with “\* \*” program-which sends educational messages to children.”*

*“For the second consecutive year Bank \*\* is honoured represented by its chairman and general manager in the honoring ceremony of the pioneers of achievement, giving, and the outstanding institutions for the year 2002 under the patronage of his Royal Highness Prince...” the annual report of the year 2002.*

*“Why Bank \* \* ? For its commitment to serve its community and country. The Bank adopts many social, cultural and charitable activities, as well as providing financial support to many volunteer and charitable organizations working in humanitarian, health, cultural, scientific and environmental fields, in addition to supporting scientific research activities” the bank’s website content.*

**Appendix 4.32: Annual reports quote on the boards' discourses about the bank's community participation before the year 1990 which were considerably limited to the business-related participations-Bank 2:**

*“Before twenty years, specifically on the 1st of December of the year 19\*\* a group of this country elite economists brought this bank into existence desiring to contribute to the development of the national economy and to speed up the development process to make Jordan reach the level of the Self-sufficiency and to take its decent place in our civilized world.” The annual report of the year 1980.*

*“It is a precious occasion that our report for this year comes in a time at which we are about to celebrate the 25th anniversary of our institution’s establishment and to take its effective role in serving and developing our country's economy and in pushing its development wheel” the annual report of 1985.*

*“It delights the board of Bank \* \* to welcome you in this yearly meeting for your general assembly. And it is also delighted to present to you the 16th report for your prosperous institution including its general yearly budget and its income and losses account for the year 1976 which altogether indicate the constantly increasing progress that your institution has achieved in serving the national economy...” the annual report of the year 1976.*

## Appendix 4.33: Triangulating the “Participativeness” selective label finding- Bank 2

The selective code label: Participativeness												
Axial codes labels	Interviews							Type of data formulating the code*			Annual reports	Website content
	B	B	B	B	B	B	B	*	+	#		
	2	2	2	2	2	2	2					
A	B	C	D	E	F	G						
	H											
A bank of a broad CSR involvement	✓	✓				✓	✓	5	6	0	✓	✓
The community/national participation-an existential necessity for an institution.			✓					5	0	0	✓	
A bank of a positive impact on the community	✓	✓	✓	✓			✓	11	4	0	✓	✓
A bank of a social responsibility heritage		✓				✓		4	1	0	✓	✓
The education of poor students- a bank’s primary CSR focus	✓	✓						2	4	1	✓	✓
CSR continuity-a bank’s major CSR consideration		✓				✓		2	1	0	✓	✓
The bank’s CSR-a non-profit seeking bank’s effort						✓		1	3	0	✓	

\*: the “\*” symbol refers to data that was generated by an interview protocol question, while the “#” symbol refers to data that was generated by a non-protocol question, and the “+” symbol refers to data that was not solicited by the interviewer.

## **Appendix 4.34: Additional interview quotes on the “Responsibility” concept- Bank 2**

*“...our relationships with the regulators are among the best in the market because we have high adherence to the regulations and we are clearly transparent, and this is the regulators’ impression about us...” interview B2G.*

*“...and what is the most important about the internal [working] environment is the transparency that characterises it and characterises all its aspects. Even for the compensations, there is a published system that governs them, so there is no room for any manipulation. This is the justice that everyone takes only what he/she deserves...” interview B2AH.*

*“As I told you, the bank’s management is part of the community. And we always feel socially responsible towards it, towards the community that we are part of. And wherever and whenever there are initiatives or areas which I can contribute to and within correctly, we never delay...” interviews B2C.*

*“...the responsibility towards home; Jordan, is actually one of the bank’s values and similarly is the responsibility towards the community...” interview B2D.*

*“Community service is actually one of the bank’s elementary values which we have been keen on actualizing it rather than only speaking about it.” interview B2AH.*

*“...I can assure that all these things that are underneath the social responsibility and even before the creation of the department that is now concerned with CSR, CSR has been always a top management matter” interview B2F.*

*“CSR is important to the bank to the extent that it is connected to the board. So, being put in this position, to be structurally connected to the board, is, in fact, a message that CSR is as much important as any other function. CSR decisions come from the top management and studied by the top management and the top management’s doors are open for the associations and the charities that look for a fund. This is by itself is another message for the employees and for everyone else that CSR is not a superficial thing for the bank, but rather it is a much more important thing that is being discussed and studied in a correct and serious way because it’s part of the strategic planning that is being carried at the top management level” interview B2F.*

*“CSR is an aspect of the executive management’s strategic planning that follows the board’s directions” interview B2C.*

*“A second aspect of the bank’s heritage, an aspect that has always existed, is its highly transparent dealing with its employees and clients and in accordance with the law and regulation, the policies, and the procedures. This is, in fact, a present heritage and competency that the bank has been maintaining. And being transparent is not an easy thing, I do not know if you have a banking experience, but it is really difficult to be fully transparent as sometimes this transparency will be at your own expense, the bank’s expense” interview B2F.*

*“I think that being honest with the customer is the most important thing, being honest and accurate with them. And by this I mean that I should not cheat or confuse or abuse my customer. I have to be transparent with my customer and to treat and to deal with him or her professionally” interview B2C.*

*“...there is another thing that distinguishes the bank, a thing that is highly sensed in the country and that is the bank’s adherence to enacted laws, regulations, and directions especially those that relate to the customers...” interview B2F.*

*“When I was speaking before a while about the bank’s success I meant the bank’s successful relationship with the regulators, its successful service to its community, and its success in satisfying the needs and meeting the requirements of its clients...” interview 2AH.*

*“The employee is, in fact, one of the bank’s most important stakeholders, and the bank has been concerned with them, concerned with having them work in an excellent and comfortable working environment ...and to be dealt with transparently...” interview B2C.*

*“Transparency, integrity, and secrecy are especially important values when dealing with customers. These are solid and deeply-rooted bank values, and they are widely adopted by the staff” interview B2B.*

## **Appendix 4.35: Annual reports and website content quotes on the “Responsibility” concept- Bank 2**

*“...the bank will keep working on developing the corporate governance and the management of the financial and monitoring indicators as well as enhancing the*

*solvency percentage and operational performance to be consistent with the standards of local banking monitoring standards and the requirements of the global banking industry” the annual report of 2004.*

*“...these results were realised along with the reinforcement of the bank’s commitment and compliance with the banking and professional laws, regulations, rules and instructions issued by the monitoring authorities” the annual report of the year 2005.*

*“As for key financial indicators relating to quality and efficiency of asset management and financial stability, the capital adequacy ratio for the bank was 16.98%, well above the Central Bank of Jordan mandate of 12% and the Basel II requirement of 8%...” the annual report of the year 2015.*

*“With regard to the reserves, an amount of JD 12,374 was added to the compulsory reserve which is the deducted amount according to the enacted laws...additionally, we added an amount of JD 9,081 to the private reserve, and thus its total balance has become JD 46100. Also, an amount of JD 7556 was added to the optional reserve, and thus its total balance has become JD 36058.” The annual report for the year 1969.*

*“The human element remains to be the fundamental reason behind Bank \* \*’s success and excellence. For this reason, the bank has kept its obligation towards the development of its human resources, therefore, special attention has been given to their training, rehabilitation, and following their development up aiming at upgrading their level of professionalism...” the annual report of the year 2001.*

*“Since the bank cares about supporting its employees and giving them special benefits: it amended the salaries of employees to grades (1-7) and applied them to the salary scale, it also participated in studying the compensations and salaries at...the employees’ share of net profit before tax amounted to JD 21.6 thousand against JD 14.1 thousand in 2004. The employees’ share of assets amounted to JD 794.9 thousand against JD 689.4 thousand in 2004” the annual report of the year 2005.*

*“In order to improve the conditions of the employees, a new system and cadre of employees have been put in place as of ..., and the employees have received new benefits and utilities as a result.” The annual report of the year 1990.*



*“Bank \* \* continues to work on developing the skills and competencies of its individual employees...as a motivation, the Bank \* \*’s employees have been entitled to a sixteenth month salary as of 2014” the annual report of the year 2014.*

*“The bank has been keen on deepening its social role, particularly, in the humanitarian, cultural, sporty, and charitable spheres, continuing the chairman's traditions of generous giving, providing support, patronage, and contributions to the finance of a variety of national, scientific, and cultural activities and events.” The annual report of the year 2004.*

*“Driven by a sense of responsibility towards the environment and community, Bank \* \* continued to support and sponsor various scientific, cultural, sports and social activities and charities”. The bank’s website.*

*“Bank \* \* Corporate Governance Guidelines are based on the principles of integrity, objectivity, transparency, disclosure, openness, and accountability for decisions adopted by the Bank. This stems from the Bank’s belief that disclosure offers the only means to provide transparent, accurate, comprehensive, and timely information. This helps users assess the Bank’s financial position, its achievements, activities, as well as risks facing the Bank and the risk management policies. The Bank disclosed all required information from different regulatory institution. It also published the Corporate Governness Guide to the public and the extent of the management adheres to it. In accordance with the instructions of dealing with customers fairly and transparently No. (56/2012) date 31/10/2012 the Bank established a dedicated unit to manage and address customers’ complaints. The unit was equipped with qualified human resources and automated systems and all necessary means available to accommodate and resolve complaints. This unit was administratively subordinated to the compliance department in the Bank.” The bank’s website.*

### Appendix 4.36: Triangulating the “Responsibility” selective label finding - Bank 2

	The selective code label: Responsibility											
Axial codes labels	Interviews							Type of data			The Secondary collection methods	
	B2A	B2B	B2C	B2D	B2E	B2F	B2G	formulating the code*			Annual reports	Website content
	H						*	+	#			
A bank's obligation towards the community	✓		✓	✓		✓	✓	10	2	0	✓	✓
Ethical dealing with customers	✓		✓	✓				3	0	1	✓	✓
A transparent bank	✓	✓	✓	✓		✓	✓	11	5	0	✓	✓
A high corporate-level management involvement in CSR			✓			✓		6	1	1	✓	✓
A regulatory compliant bank	✓		✓		✓	✓	✓	6	3	0	✓	✓
Employee caring bank	✓		✓	✓		✓		9	2	0	✓	

\*: the “\*” symbol refers to data that was generated by an interview protocol question, while the “#” symbol refers to data that was generated by a non-protocol question, and the “+” symbol refers to data that was not solicited by the interviewer.

## **Appendix 4.37: Additional interview quotes on the**

### **“Serviceability” concept- Bank 2:**

*“...I think that the service level agreement that is created within the bank between the management and the employees, the agreement about the level of the service and customer service that the bank should provide is in fact an element of the bank’s heritage in addition to many other aspects” interview B2D.*

*“We are enjoying an unparalleled loyalty from our customers. Our customer base is, in fact, a very strong one...there still people who strongly prefer Bank \* \* for its heritage and history not for anything else, although we are really distinguished by our prices, products, and flexibility. They just like having the bank’s name on their cheque books and they are very proud to say that they are Bank \* \*’s clients.” Executive manager-Bank2*

*“We are really enjoying a high customer loyalty. For example, we have customers who have taken financial facilities from the bank, and although they are being targeted by other banks that offer them better financial facilities, and lower interests' rates, they refuse to leave the bank and they continue to deal with us. This is because of the good history they had with us, standing next to them and supporting them, also because of the uncertainty they feel towards these banks as they are new to them, and they are unsure of how they will be treated by these banks if they move to them” interview B2D.*

*“Hence, the bank motivates and builds motivation within its employees to achieve high productivity. This is in addition to the comparatively good salaries they earn and extra salaries too, and I think these things are important as they reflect the high attentive that the management assigns to the employees which in turn extend their loyalty to the bank. Also, the social affairs committee is very active in this bank, they celebrate each employee’s birthday and all the other social occasions, and I think these small things are very important as it touches the employees. This has always existed in the bank, it is not a new idea to the bank it has been a cross-generational practice, a continual aspect of the bank’s working, internal environment, even at the higher management level to the extent that the bank has something called “a cup of coffee with the Chairman”, and through this program each employee has a chance to discuss any work matter such as the bank’s strategy or objectives with the Chairman over a cup of coffee*

*or tea. I think these things are highly influential as they shape the employees' view of the bank" interview B2F.*

*"...you know nowadays products and services are available everywhere and no matter what features you add to your products they will still be available from other suppliers. So, what may differentiate you now is how much you care about your customers, how much fast you are in responding to their needs, how fast you are serving them, and how much good you are at expecting futural problems, and to what extent does the customer feel that you are a customer advocate. And I think that all these aspects are what differentiating us now." Interview B2F.*

*"I think there is an added value for banking with us and that added value is the personal care we give to our customers" interview B2E.*

*"... and surely, what have led us to excellence is that we have a consistency in the quality of services we provide and consistency is something that we focus on" interview B2G.*

*"With regard to the customers, what really makes our bank different and favourite to them is the consistently high-level service and customer service that we offer to them, and the consistently highly respect we offer to them..." interview B2F.*

*"I always like to talk about heritage from the perspective of the people whom I work with. I quite often meet people who come to me saying that your father gave me the first fifty thousand Dinars. And then he starts to narrate his story with the bank and with my father. How he came to him requesting a loan to establish a new business after he had become a retired Colonel or Lieutenant Colonel, and how the bank supported him throughout the years till his company has now achieved sales of tens of millions" interview B2AH.*

*"The bank has been developing its people. There are executive managers, middle-level managers, and branch managers who started long years ago in the bank as lay employees. But with the development opportunities that the bank has been offering they became managers. And this is something that the bank should be credited for because it has been offering such opportunities in creating promotion opportunities for those who have been diligent" interview B2B.*

*“...I think I am in a position to speak about this bit; I began in Bank \* \* as a lay employee till I have become a \* \* [a high executive-level position] this was my career path. So, I strongly believe that the bank has a very healthy working environment, a motivating and a transparent one” interview B2AH.*

*“All our staff members are really competent and properly trained and educated thus they know how to set to the customers and how to talk with to properly understand them, their need, situation, and circumstances and thus they are very skilled to know what kind of documentation they will need to have form the customer and what specific service of our services mix that best suits them. Also, there is a good learning process in the bank and we are keen on developing them and we always have discussion with them about their training needs. So, they are always kept updated and equipped with the best available knowledge in their specific fields...and this is important as it develops their job independency so they become independent rather than dependent” interview B2D.*

*“...the bank’s environment is a family environment, and thus the employee feels loyal to the bank as he/she feels belonged to this environment, so I think the bank will keep going forward because of this heritage and this employees' commitment to the bank.”*

*“...and by the internal career path I mean that we the bank is very willing, it actually prefers the internal recruitment rather than the external requirement for all the managerial job vacancies. Thus, it is willing to invest money and resources on the development of its human resources.” interview B2D.*

*“With regard to the motivational tools, the bank is probably the best, it has quarterly productivity campaigns...The bank rewards productivity there is different types of incentives to achieve high productivity, and there are also productivity-encouraging campaigns. Hence, the bank motivates and builds motivation within its employees to achieve high productivity” interview B2F.*

*“The bank is a learning-encouraging institution, this is a feature that really makes the bank different. I have friends who used to be a previous colleagues in the bank and this was a thing that they noticed when started to work for other institution, the learning-encouraging environment of the bank” interview B2B.*

*“...Surely, with the passage of time, the bank’s uniqueness increased as the bank has been acquiring new unique features and things. We are now known to be one of the most transparent banks in all sort of things, but especially with the employees, we have very clear policies in this regard. We also have clear internal equity for the employees which have become well-known in the market...” interview B2G.*

#### **Appendix 4.38: Annual reports and website content quotes on the “Serviceability” concept- Bank 2:**

*“...our strategy is a based on a scientific-based working methodology that roots the "customer first" philosophy and depends on development and renovation on the basis of total quality that focuses on....in addition to focusing on training, education, and directing to have our teams' skills and abilities consistent with the works' needs and the client's requirements...” the annual report of the year 2001*

*“And it pleases me to note that we are still continuously assigning a great importance to the development of our human resources as we are investing in training courses and programs which the bank holds internally and externally through the attraction of excellently qualified and experienced trainers to benefit from their knowledge. It’s worth mentioning that 596 training opportunities was made available for the bank’s staff throughout the year 1990 that have tackled a variety of financial, managerial, and technical related activities” the annual report of the year 1990.*

*“Bank \* \* presented top sales performers from all branches with letters of appreciation at a ceremony held at Amman FC. The letters were granted to employees who hit sales targets during the period between May and August of 2016. Several activities were organised during the lunch ceremony in coordination with The A Team amid cheerful atmospheres. \*\*\* has been keen on rewarding excellence, recognizing the strenuous efforts of its competent teams in achieving its goals. The awards are set to further motivate staff to continue with their hard work.” The bank’s website.*

*“For its exclusive service standards that are built on coherent ties with clients. This is done through our qualified and motivated team of employees characterized by knowledge, banking culture and experience in different fields of business.” The bank’s website.*

*“For its developed IT infrastructure and improved work environment, which enable the Bank to cope with current and future growth requirements.” The bank’s website.*

*“the bank has continued during the year 2001 its mission of serving the national economy, focusing on the individual sector considering it a strategic direction for the bank’s activities, giving it a special attention through being excellent and pioneers in developing and diversifying the services and products that satisfy the needs and the expectations of this sector which has reinforced the bank’s status as within the financial sector as the bank of \*” the annual report of the year 2001”*

*“The year 1997 will witness a great focus on the quality of services and attention to the market studies in order to understand our customers’ needs and requirements and to work on making them available especially in relation to offering a group of special integrated financial services that is characterised by Inclusivity and quality that are provided by highly experienced and knowledgeable staff.” The annual report of 1996.*

**Appendix 4.39: Triangulating the “Serviceability” selective label finding - Bank 2:**

	The selective code label: Serviceability											
Axial codes labels	Interviews							Type of data formulating the code*			The Secondary collection methods	
	B	B	B	B	B	B	B	* #	+	#	Annual reports	Website content
	2	2	2	2	2	2	2					
A	B	C	D	E	F	G	H					
A bank of highly committed staff				✓		✓		2	1	0	✓	✓
Mostly customer banking relationships are not price-based ones					✓			1	4	1	✓	✓
A consistently excellent customer service	✓		✓		✓	✓	✓	12	2	0	✓	✓
A bank of cross-generational customer relationship	✓			✓		✓		2	1	1	✓	✓
The excellent customer service-the bank’s route to achieve differentiation	✓				✓	✓		8	9	0	✓	✓
A loyal customer base				✓		✓		2	2	0	✓	✓
A bank of a friendly working environment	✓			✓		✓	✓	9	1	0	✓	✓
A bank of remarkably competent staff	✓	✓	✓	✓		✓	✓	3	4	0	✓	✓
Employees empowering bank	✓	✓	✓	✓		✓	✓	3	4	0	✓	✓
A cross-generational shareholders base	✓		✓					1	1	1	✓	✓

\*: the “\*” symbol refers to data that was generated by an interview protocol question, while the “#” symbol refers to data that was generated by a non-protocol question, and the “+” symbol refers to unsolicited data.



## **Appendix 4.40: Annual reports and website quotes on the “Populism” concept- Bank 2:**

*“a second new branch has been opened in Jericho [The entire West Bank including Jericho, used to be part of the Kingdom’s land] on the 1st of January, 1962 in response to requests from traders and people and as a service to this country’s economy, And we hope that our branches extend in the future to cover all the important cities of our dear Kingdom.” The annual report of the year 1962.*

*“The bank has opened two new branches in the Civil Airport and it is about to open more other branches during the year 1974, with God helps, to deliver its services to each house, shop, and institution across the Kingdom...” the annual report of the year 1973*

*“As a consolidation for this institution’s policy of spreading its services across the Kingdom’s areas three new branches have been opened in Northern Shouneh, Kfarnja, and Zarqa. And thus the bank’s operative branches has amounted to 22 branches in addition to the West Bank’s three branches which are temporarily closed.”. The annual report of the year 1983.*

*“The bank aims at restructuring, developing, and diversifying its products and services assortment by representing them in a comprehensive and integrated group that satisfy the needs and the desires of the different customer segments. And this particularly includes, focusing on the retail bank’s services, and focusing especially on developing the personal accounts besides expanding within the individual credit services such as the advance payments, personal loans, professional loans, housing loans, and car purchases loans. This is besides expanding within the Visa payment and Visa credit cards.” The annual report of the year 2001.*

*“the bank has continued during the year 2001 its mission of serving the national economy, focusing on the individual sector considering it a strategic direction for the bank’s activities, giving it a special attention through being excellent and pioneers in developing and diversifying the services and products that satisfy the needs and the expectations of this sector which has reinforced the bank’s status as within the financial sector as the bank of \*” the annual report of the year 2001”*

*“Why Bank \* \*?...for its continuous development of banking products and services that meet client needs and expectations in the business sector. Furthermore, the Bank has applied a set of strategic projects that provide various Retail Bundles that fulfil the requirements and needs of different customer segments”. The bank’s website.*

*“Bank \* \* (\*\*\*) launched a promotion with many features to help taxi drivers improve their income through taxi financing loans, including license fees, at a fixed competitive interest rate starting from \*.\*%.”. The bank’s website.*

#### **Appendix 4.41: Additional interview quotes on the “Populism” concept- Bank 2:**

*“...we are a bank that has a broad and varied customer base. So, it can’t be considered a fully corporate bank or an entirely retail bank, nor a completely SMEs bank because we have portions of customers from each of these three different groups of customers...” interview B2C.*

*“...we are one of the very best few banks in terms of distribution [market coverage] as we have seventy-five branches, let alone our properly and intensively dispersed ATMs, that cover seventy-five different areas. Thus, we have been of a great significant amount of contribution to the national economy, and to the local community too.” interview B2C.*

*“...we are not a bank that focuses on the affluent segment only. A proof on this is the fact that the bank now exists and has branches in rural areas, in areas where there is no elite and no affluent people. So, if the bank’s focus was to serve the affluent only we would have not been there...” interview B2AH.*

*“...the bank now serves three groups: the masses, upper masses, and the affluent because we believe that the elites group is being served by UBS Bank, Morgan Stanely, Julia Spare, and by similar special foreign banks, and that their needs are too big to be satisfied by the bank” interview B2AH.*

*“I think we are one of the banks that serves all the types of customers, we are a universal bank as we serve different sectors of the market, we have corporate customers, and we serve large-sized corporations, we are also active in the SMEs*

*sector and we have a division that is dedicated to this market sector...this is of course in addition to our renowned retail division” interview 2AH.*

*“...this aspect is, in fact, one of the aspects that really distinguish us, and that is we are a bank that exists in all the governorates. And we are present in locations where many other banks which are almost equal to our bank size do not have a presence in...” interview B2E.*

*“...if you today look at the bank, and particularly at the retail division of it, you will find that our value propositions serve both the masses and the affluent segments. And this is because we recognize the fact that banking business is similar to the aviation business, you can't have your commercial passenger flight's seats booked by only first-class passengers, and it is not profitably feasible to have all the seats booked by economy passengers only. So, you have to work with a variety of customer segments to make a good return...” interview B2AH.*

## Appendix 4.42: Triangulating the “Populism” selective label finding - Bank 2:

The selective code label: Populism												
Axial codes labels	Interviews							Type of data			The Secondary collection methods	
	B2 AH	B2 B	B2 C	B2 D	B2 E	B2 F	B2 G	formula ting the code*			Annual reports	Website content
	*	+	#									
A bank of extensive presence in Jordan	✓		✓	✓	✓	✓		6	5	1	✓	✓
A universal bank-serving all types of customers	✓		✓	✓		✓		2	1	6	✓	✓
The lay peoples' bank too	✓						✓	1	1	2	✓	✓
Not An elites' bank	✓							0	2	1	✓	✓

\*: the “\*” symbol refers to data that was generated by an interview protocol question, while the “#” symbol refers to data that was generated by a non-protocol question, and the “+” symbol refers to data that was not solicited by the interviewer.

## Appendix 4.43: Additional interview quotes on the “Institutionalism” concept- Bank 2:

*“This bank has a system, and it has been keen on respecting it and on not overriding it and even if this was against our best inclination. For example, we are willing to lose a highly competent employee rather than losing our promotion system or payroll system by overriding them to retain him or her...the level of employee’s adherence to process*

*and procedures is, in fact, an element of his performance assessment and it strongly affects his or her performance grade and consequently their compensations and rewards.” Interview B2E.*

*“I think that the work systems and operations, the work policies and procedures are an element of the bank’s heritage because the human resources that exist now will not last forever, at a specific point of time each one of us will stop working for the bank, but it is the documented policies and procedures you have been following and documented are the things that will last. So, this is the heritage which lasts while people go. So, it is the restorable and the reusable policies and procedures the things that will last...And I think that the bank is really unique on this regard as I have many of those who moved from the bank to work in other private institutions or semi-governmental institutions complaining from the lack of systematisation to the extent that they feel they are not working in institutions or for institutions but instead for particular individuals.” Senior Manager-Bank 2.*

*“...the bank has been investing a lot in its work support systems [software], not only just investing but also the proper and full use of these systems. For example, the HR system, we are the only bank that uses this system to its full capacity such as using it to set personal development goals, to request leaves, and many other things. I am not saying that we are the only bank that has such a system, rather I am saying that others use it only to a very limited extent of its full capacity. This is also true to all the other systems that the bank use such as the budget system, in fact, we were the first bank to use the budget system in Jordan. So, I think our bank is really advanced in this regard.” interview B2B*

*“Bank \* \* and starting from its board and its executive management have been working, and for a long time now, this is not a new thing to them, on a strategy-based management approach. And this is why Bank \* \* has never defaulted, since its inception before fifty years it has never defaulted nor seriously shacked, this is why I believe that the bank’s story is a story of full success...the bank has been working on strategy-level rather than a budget level, so we now have a visionary approach rather a budget-based approach. So, our bank today is differentiated from the other banks as we work based on strategy rather than a budget” interview B2D.*

*“...our budget is being set based on the objective that we would like to achieve in the light of the market conditions. The objectives are set based on a comprehensive market understanding, and the budget is set based on the objectives we decide to aim at. And based on these objectives also we set our business plan along with the assessment milestones at which we assess the rate of success and the rate of accomplishment, we have quarterly, and monthly milestones. And our compensation and the rewarding systems are tied to the rate of success in the implementation and accomplishment process.” interview B2C.*

#### **Appendix 4.44: Annual reports and website content quotes on the “Institutionalism” concept- Bank 2:**

*“As for the adoption of the rules and basics of corporate governance and risk management, the Bank made significant advancements in fulfilling the requirements of Basel II Committee. Hence, it prepared the Corporate Governance Guide in harmony with its policies and with the requirements of Companies' Law and the Central Bank of Jordan. We also completed the process of preparing and circulating the Bank Compliance Policy to our staff. Also, many training courses on the procedures of anti-money laundering were held for the Bank's employees...” the bank's annual report of the year 2007.*

*“The bank will continue working on enhancing the bank's image, its institutional identity, and its institutional culture consistently with its vision, mission, and strategic objectives...” the annual reports of the year 2002.*

*“The bank will continue developing its group of the organisational, financial, and managerial policies and the methods of financial operations and raising the performance and the production efficiency on the basis of quality and the financial services excellence” the annual report of the year 1998.*

*“...our strategy is based on a scientific methodology that roots the philosophy of customer first and relies on development and renovation on the basis of total quality...” the annual report of 2001.*

*“The bank's policy of granting loans has been mindful of certain criteria when deciding upon the loaning application ensuring that the bank finances varied types of customer and varied types of economic activities...” the annual report of the year 1987.*

*“Why Bank \* \* ?....For its financial successes that reflect the efforts of our employees and senior management support, which invests in internal resources and adopts top systems, procedures and policies.” The bank’s website.*

**Appendix 4.45: Triangulating the “Institutionalism” selective label finding - Bank 2:**

Axial codes labels	The selective code table: Institutionalism											
	Interviews						Type of data formula			The Secondary collection methods		
	B	B2	B2	B2	B2	B	B	ting the code*			Annual reports	Website content
	2	B	C	D	E	2	2	*	+	#		
A					F	G						
H												
The documented procedures and policies-a bank’s heritage aspect		✓			✓			2	1	1		
A strategy-based functioning bank			✓	✓		✓		4	8	0	✓	✓
A bank of a systematic functioning		✓	✓		✓			8	8	4	✓	✓
External influencers behind the bank’s endeavor towards institutionalism	✓				✓			0	0	3	✓	✓

\*: the “\*” symbol refers to data that was generated by an interview protocol question, while the “#” symbol refers to data that was generated by a non-protocol question, and the “+” symbol refers to data that was not solicited by the interviewer.

## **Appendix 4.46: Additional interview quotes on the**

### **“Perspicacity” concept- Bank 2:**

*“The bank’s risk appetite is a well-studied and scientifically based one. This is the reason for the success and the positive results we have been achieving...” Executive manager-Bank 2*

*“...the bank has been able to prove solidity, it began with a capital of only five million Jordanian Dinars and grew to an amount of two hundred million Jordanian Dinars now. And if you look at the history it has gone through, at the country's crisis it has witnessed and survived, you will confidently believe that this is a solid bank, a bank that has been going along the right path.” Executive manager-Bank 2*

*“...the Bank has gone through lots of difficulties same as every other institution in Jordan, and it was able to grow from being a micro-sized bank of only one branch, to a bank that has such a really big building among its many other buildings, the building we are now in which is big to the extent that building it may be a burden for any similar institution, to being now the third biggest bank in terms of paid capital, we are, additionally, more advanced than most of our counterparts on many of the different performance criteria. So, I think that the bank’s story is a story that deserves being read and looked at...” interview B2E.*

*“...Bank \* \* has never defaulted, since its inception before fifty years it has never defaulted nor seriously shacked, this is why I believe that the bank’s story is a story of full success...” interview B2D.*

*“...secondly, our bank today is one among of the four biggest in terms of sound, image, and the good reputation...”interview B2C.*

*“...It is well-known that Bank \* \* is enjoying a very high reputability in the local financial sector, it known that this is a really strong bank. interview B2G.*

*“...we do understand the market, we have a department called the studies department, we have well-educated, and well-experienced researchers working at this department, and these employees are fully devoted for the conduct of market studies, generating general economic and sectoral forecasts to the bank’s management.” Interview B2D.*



*“...we have been keen on offering our products and services within reasonable and well-studied prices, as we have also been keen on not making our customers feel that our prices are high comparing with the service we provide in return, and not high comparing with the prices that other banks charge for the same service...” interview B2C.*

*“...this is why if you look today at the deceased customers’ account you will find that they are still active as they have been inherited and continued by their sons or their sons’ sons. So, when you talk about Bank \* \* you talk about a great heritage in terms of customers, you talk about a relatively really huge customer base.” interview B2F.*

*“...I think if you were an investor, looking for the safest possible institution to invest your money with, you would not find better than Bank \* \* to invest your money in Jordan according to the international criteria in this regard. And again, I am saying this based on the international criteria in this regard, and based on the provisioning the bank continuously allocates to this aspect, and the corporate governance and the processes that we work through...” interview B2E.*

*“Bank \* \*’s depositors have enjoyed a high level of comfort knowing that the bank has the highest standards of financial conduct and following the best practices of financial risk management, and also knowing that the bank is keen on dealing righteously with every stakeholder group”. Interview B2D.*

*“...if you look at our returns on assets rates you will find we have always been far better than the biggest majority of the Jordanian banks, and I am proud to tell you that efficiency-wise and return on assets-wise we have been mostly number one in the Hashemite Kingdom of Jordan...” interview B2D.*

#### **Appendix 4.47: Annual reports and website content quotes on the “Perspicacity” concept Bank 2:**

*“The followed effective managerial approach has had the best effect on the continued development of assets and liabilities management, and on responding to the market changes flexibly which have together led to qualitative development in the bank’s items of financial position, thus the bank’s net assets increased to JD 968.8 million achieving a 7.5% development rate ...” the annual report of the year 2014.*

*“In spite of the recession factors and the economic slowdown which the financial sector has witnessed generally, and the reduction in the interests’ margins, the bank was able to maintain the same level of profitability and was able to achieve good results in the year 1999...” the annual report of the year 1999.*

*“These positive bank’s achievements have been realised during a time of unfavourable circumstances that were characterised by the continued slowdown of the economic activity due to the political and economic surrounding influences...” the annual report of the year 2000.*

*“The economic situation has not changed a lot in the year 1968 comparing to the last year as the Israeli occupation for West Bank has continued and thus is its bad effects on this country’s economics since the the 5<sup>th</sup> of June, 1967...” the annual report of the year 1968.*

*“the bank has worked in the year 1972 on continuing its financial activities at a time of our beloved country’s life that was characterised with renewed efforts to build and develop the economy in spite of the difficulties which have faced the Kingdom, that a dear part of it is still suffering the burden of the ugly occupation, and the Kuwait and the Libyan’s subsidy continued to be ceased, and the Syrian-Jordanian borders continued to be closed until the November of the year 1972...” the annual report of the year 1972.*

*“The series of accomplishment achieved by the bank over the past few years, and its strong financial and competitive position contributed to increasing the confidence in the bank’s share which increased the capital market value...” the annual report of the year 2005.*

*“...The above affirms that the management’s commitment to the bank’s conservative path of business conduct, and to evaluate its assets and risk, and its rights which are constantly evaluated against customers’ rights and against the guarantees that support these rights, and thus taking the necessary measures to preserve and protect these rights...” the annual report for the year 1989.*

*“The increase in the size of portfolio was accompanied with a qualitative improvement in the facilities given to targeted activities that are able to adapt to the difficult*

*conditions. This expansion furthermore was a well-studied one, aiming at broadening the customer base and at distributing the risk...” the annual report of the year 1998.*

*“The bank’s policy of granting loans has been mindful of certain criteria when deciding upon the loaning application ensuring that the bank finances varied types of customer and varied types of economic activities...” the annual report of the year 1987.*

*“Commenting on the results, Chairman of the Board \* \* noted that the Bank continued to perform well despite persistent economic and political challenges. "Capitalizing on its huge capabilities and a solid reputation locally and regionally, the Bank managed to realize outstanding results", he noted. Efforts were also largely focused on applying best practices in fund management guided by market variables and developments, added \*.” The bank’s website.*

**Appendix 4.48: Triangulating the “Perspicacity” selective label finding- Bank 2:**

The selective code label: Perspicacity												
Axial codes labels	Interviews							Type of data formulation			The Secondary data collection methods	
	B2	B2	B2	B2	B2	B2	B2	ng the code*			Annual reports	Website content
	A	B	C	D	E	F	G	*	+	#		
A professional lender/investor	✓		✓	✓			✓	5	2	2	✓	✓
A bank of fair pricing			✓		✓			2	0	0	✓	✓
Highly perceived as a safe bank	✓			✓	✓			1	3	3	✓	✓
Constant successfulness	✓		✓	✓	✓	✓	✓	15	0	2	✓	✓
Selectivity for the bank continuity	✓			✓			✓	1	7	5		
A continually highly profitable bank	✓	✓	✓	✓	✓		✓	15	1	0	✓	✓
A highly reputable bank		✓	✓	✓			✓	3	2	0	✓	✓
A bank of a major customer base size			✓	✓		✓		2	1	1	✓	✓
overcoming fifty years of persistent market turbulences	✓		✓	✓		✓		5	1	1	✓	

\*: the “\*” symbol refers to data that was generated by an interview protocol question, while the “#” symbol refers to data that was generated by a non-protocol question, and the “+” symbol refers to data that was not solicited by the interviewer.

## **Appendix 4.49: Additional interview quotes on the “Pertinency” concept- Bank 2:**

*“Heritage is composed of knowledge and vision for the people who are part of this heritage...a one way of getting benefit from my heritage is to use it as an input to my strategy, for example, benchmarking, having a heritage can be very useful to conduct insightful benchmarking, comparing current incidents, situations, and challenges to similar ones that the institution encountered in the past, looking at how it did overcome them, and how the ways through which it encountered them can be used now to encounter the current ones.” Interview B2D.*

*“Although the bank is really distinguished at all sectors corporate, SMEs, and retail by its products and services there are still customers and non-customer people who simply prefer the bank and prefer dealing with the bank because of its heritage and history...” Executive manager-Bank 2.*

*“One of the things that distinguish the bank is its name which is an inveterate and old name that is infused with heritage...heritage is certainly a bank’s competency, a marketing competency for the bank. But to use this competency and to make an advantage out of it, you will have to have other competencies, and you will also need to have synergy between these competencies to generate the maximum advantage out of your heritage competency...” interview B2F.*

*“As I told you heritage is an additional point of distinction, being old in the market and having a positive heritage helps a better sight for the market and makes the market and the individual customers more accessible [reachable] to you...so, having heritage along with all the other needed distinction points such as having cutting edge technology, good prices, good customer services, and good staff will differentiate you in the market, especially from the new banks” interview B2C.*

*“I think this is a deficiency [not highlighting and communicating the bank’s heritage] I believe that Bank \* \* should have been marketing itself and its products in the light of its heritage, we have not been doing this, we have not been aware of the value of doing this. I have just understood and become aware of its importance and its value, right after you have raised it in your previous questions. I think it is a deficiency that we do not highlight it since we have such a great history and heritage...” interview B2AH.*

*“My answer would be that we do use our heritage but of course not sufficiently, I think we should be using it more than what we do now as I think we now only use fifty percent of what we have in terms of heritage and in terms of the capabilities and the competencies that this heritage may provide to the bank. Therefore, I think there is a lot to do more when it comes to using our heritage, we have not been using it sufficiently, and if we were, we would have achieved more accomplishments than what we have achieved.” Interview B2F.*

#### **Appendix 4.50: Interview quotes on the managers’ nascent understanding of the corporate heritage concept- Bank 2:**

*“Let me be realistic, from my point of view, which is based on daily observations, most of the customer generations that now exist in the market and dominating it are the second and the third generation. Almost all of the first generation customers have now disappeared, and many of the second generation customers now, and especially for the corporate sector, are now handing over to their sons who represent the country’s third generation of businessmen. Now for the first and second generations, heritage and history are important things, and they are firmly associated with the bank, they have a strong bond to it as they have had together [the bank and its customers] witnessed and overcome lots of challenges. Therefore, they care about the bank and very connected to its name. But for the third generation, the case is different, and this generation has had a good education and a good exposure to others’ experiences. So, they have become looking only for what satisfies their needs. Therefore, they go to wherever there is a better service or price offered, and they are attracted to whoever offers the newest technology...” interview B2C.*

#### **Appendix 4.51: Annual reports and website content quotes on the “Pertinency” concept- Bank 2:**

*“Why Bank \* \* ?... For its rich history, experience and managerial determination to develop, modernize and achieve qualitative transformation and competitive financial status that is sustainable and capable of staying up-to-date with market requirements.” The bank’s website.*

*“\* \* Jordan is one of the major banks operating in the Kingdom and provides comprehensive, diversified and advanced banking products and services to the retail*

*sector. These products and services fulfill the various needs and expectations of this wide-ranging segment of customers, as they are provided at a high level of quality and service. They include additional competitive advantages, whether for financing or savings, based on the Bank's long experience that extends more than 50 years in the banking industry." The bank's website.*

*"50 Year Jubilee...2010 marked the 50th anniversary of our bank. Over the past 5 decades I am proud to say that we have initiated and groomed an experienced Bank that caters for the needs of all people within all sectors and demographics locally and regionally. Through our diversified segments and sub segments we have covered all bases creating a platform to ease the banking process for our clientele. We have become a Bank that exceeds global standards in service and diversity of offerings." The annual report of the year 2010.*

**Appendix 4.52: Triangulating the “Pertinency” selective label finding- Bank 2:**

Axial codes labels	The selective code label: Pertinency											
	Interviews							Type of data formula			The Secondary collection methods	
	B2 AH	B2 B	B2 C	B 2 D	B2 E	B 2 F	B 2 G	ting the code*			Annual reports	Website content
	*	+	#									
Heritage-a knowledge source for a better strategic sight	✓		✓	✓	✓		✓	8	1	2	✓	✓
Heritage is a strategic competitive resource	✓	✓	✓	✓		✓		5	3	4	✓	✓
A late managerial appreciation for the bank’s heritage	✓		✓	✓	✓	✓	✓	3	6	5		
attraction of the new generation to the efficiently priced Fintech-based offerings.			✓				✓	0	4	4	✓	✓

\* : the “\*” symbol refers to data that was generated by an interview protocol question, while the “#” symbol refers to data that was generated by a non-protocol question, and the “+” symbol refers to data that was not solicited by the interviewer.



## **Appendix 4.53: Additional interview quotes on the**

### **“Adaptability” concept- Bank 2:**

*“...innovativeness is actually one of our core values this is why you see us always adaptive to the technological developments...” interview B2AH.*

*“...if you look at our expenses you will notice that we have been investing heavily in developing our work system, procedures, and operations and this has been furnishing us with a competitive advantage.” Interview B2C.*

*“...if you would like to make a comparison between the bank now and the bank before fifty years ago you will find a big difference between now and then...the bank began too small, a bank of only one branch and kept developing until now, and we feel really proud of the development stage that it has reached now...the development and the keeping up process has always been a constant process and a dynamic one as it has been happening in the light of the market and the environment changes, and has been very responsively to these changes...if the bank stayed on the level of development it had during the sixtieths or the seventieths for example and did not keep up with the developments it would have definitely lost in the competition with other banks, and this is true for any other bank not only to our bank. This is simply because the generation of the customers who were firmly associated and connected to the bank has already gone and handed over to their sons or grandsons who have less connection and are less associated to the bank, so, heritage alone will not be enough to retain them, therefore, we have to keep up with the developments and be up to date with regards to our operations and products and services in addition to our heritage and great history we have.” Interview B2C.*

*“The bank has understood from very long time ago that technology investments are not luxury things. I think this realisation is an aspect of our bank’s heritage now and similarly it is for any other successful bank in Jordan.” Interview B2E.*

*“I think the bank heritage is represented in its long existed values and continuity till today. And also in its achievements and vision which has been continued till now.”  
B2AH*

## **Appendix 4.54: Annual reports and website content quotes on the “Adaptability” concept Bank 2:**

*“starting from this and as a reflection for the rapid global developments and as a desire to reduce the inflation's side-effects and the consequences of the debt problem and as a support to the IMF's monetary correction program, the monetary authority in Jordan has issued instructions and preventive measures to control the cash flow and reduce inflation and consumption and to correct some inconsistencies of the Jordanian economy....the bank has been able to adapt to these changes and to achieve a sensible development that has ultimately had positive reflection on its results.” The annual report for the year 1992.*

*"In view of the awareness of the need to keep pace with banking technology, and support the competitiveness of the bank and the establishment of a comprehensive system of management and products and banking service, which contributes to increase productivity and improve the efficiency of the management and control of expenses, and to the provisioning of the best possible banking service to the clients, efforts have continued to improve the systems and to automate the financial operations and to connect the branches through a new integrated banking system project that the bank has just started to implement in two main branches..." the annual report for the year 1999.*

*“As we mentioned before in our previous year’s report, the bank work assiduously to update its managerial and financial means and a computer center has been established and equipped with modern machines, and it currently works on preparing programs in cooperation with our consultants, and we expect to become ready for the use of computers in the mid of next year.” The bank’s annual report for the year 1981.*

*“The bank escorted the accelerating developments witnessed by the Banking Industry over more than five decades both nationally and internationally...Today, Bank \* \* is among the five major pioneering local banks with a capital of JD\*\*\* million. The bank also has various distribution channels that include branches, offices, and ATMs in Jordan and \*. This in combination with the Electronic Distribution Channels that include IVR, Internet Banking, Mobile Banking and SMS service. In addition to the contact center.” The bank’s website.*

## Appendix 4.55: Triangulating the “Adaptability” selective label finding- Bank 2:

The selective code label: Adaptability												
Axial codes labels	B2 AH	Interviews						Type of data			The Secondary collection methods	
		B	B	B	B	B	B	formulating the code*	Annual reports	Website content		
		B	C	D	E	F	G					
*	+	#										
A technology-pursuing bank	✓		✓					3	1	0	✓	✓
Constant development for the bank’s operational systems and procedures		✓	✓		✓			3	2	0	✓	✓
a continuously evolving bank	✓		✓					3	1	1	✓	✓

\* : the “\*” symbol refers to data that was generated by an interview protocol question, while the “#” symbol refers to data that was generated by a non-protocol question, and the “+” symbol refers to data that was not solicited by the interviewer.

## Appendix 4.56: Additional interview quotes on the “Acceptability” concept- Bank 2:

*“...CSR is an institutional, organised, a strategy-based, and a budget-based practice. So, it is impossible to align this practice with the people’s varied opinions and views. So, it is possible and reasonable to have some people who are doubtful about what you do simply because they have different opinions. But if an expert comes to evaluate our CSR he/she will definitely appreciate what we do. So, again CSR is an institution-level practice that should be conducted institutionally rather than being governed by the individuals’ views...we simply can’t keep chasing the peoples’ views and keep changing our CSR programs in line with these ever-changing views.” Executive manager-Bank 2.*

*"I think there are no doubts with regard to our CSR, in fact, in contrast to this there has been some really positive feedback from the community." Interview B2B.*

*"To the best of my knowledge there have been no doubts with regard to our CSR efforts and I think that the fact that we do not really publicize them is not the reason behind this, but rather, it is the transparency that characterises our CSR practice. We really try to perfectionate our CSR practice which makes us come across as an institution of an honest CSR practice..." interview B2G.*

*"...frankly speaking, we are different than any other bank when it comes to CSR publicity, in fact, for many of our CSR efforts we only know about them from other parties rather than from our own institution as we do not use our CSR for any kind of publicity, but they get publicized by the other involved parties..." interview B2F.*

*"As I told you, I think we at that bank we generally tend to work in silence. There have been lots of things that deserve to be properly communicated to the public and CSR is one of these things, but rather we prefer to keep our communications to the minimum only...I think this is because this is our management's communication style rather than anything else." Interview B2G.*

#### **Appendix 4.57: An annual report example on the "Acceptability concept Bank 2:**

*"the service of people has been the bank's title for pioneering and for its great achievements for Bank \* \*...thus and within this framework that banks has been honored in ceremony for honoring the pioneers of achievements and generosity for the distinguished institution in 2001 during which the bank received: an honoring certificate form from the Public Security Directorate for its diligent effort in supporting the Public Security Directorate's activities and for its community services, and honor shield from the National Program for Awareness Raising and Development." The annual report of the year 2001*

**Appendix 4.58: Triangulating the “Acceptability” selective label finding- Bank 2:**

		The selective code lable: Acceptability										
Axial codes labels	Interviews							Type of data formula ting the code*			The Secondary collection methods	
	B2 AH	B 2 B	B2 C	B 2 D	B2 E	B2 F	B2 G					
	*	+	#									
No doubts of the bank’s CSR		✓				✓	✓	3	0	2		
Only little CSR publicity		✓	✓			✓	✓	2	6	4		
Little consideration for the publics’ CSR views		✓	✓					2	0	1		
CSR doubts are inevitable due to subjectivity		✓	✓					4	0	1		

\*: The “\*” symbol refers to data that was generated by an interview protocol question, while the “#” symbol refers to data that was generated by a non-protocol question, and the “+” symbol refers to data that was not solicited by the interviewer.

**Appendix 4.59: Additional interview quotes on the “Adaptability” concept- Bank 3:**

*“We have been developing. With regard to the core banking systems, We have been bringing the best systems. We have recently bought the TEMENOS system which is software that is being now used by three thousand banks worldwide.” B3D*

*“The bank’s high Fentics, such as the mobile banking, have been a factor behind the customers being sticking to the bank as they feel satisfied having and using these services.” Executive manager-Bank 3*

*“Another interesting fact about the bank is the fact that we are the strongest bank in Jordan in the use of social media. We are actually number one in number of followers in both Facebook and Twitter. We currently have 700 thousand follower for our Facebook page [THEY AMOIUNTED TOO 932 THOUSAND FOLLWERS NOW] and*

*this is not an easy number to reach you know banks are usually rigid and why would someone like or follow a bank's Facebook page?!, banks are not appealing to the masses on the social networking websites. However, we have been having successful contact with people online there has been successful integration between the bank and its customers on our Facebook page on which we receive and respond to a big numbers of inquiries and also respond to any complains.” B3G*

*“One of the aspects that the bank has been trying to serve the national economy and the Jordanian community through is the efficient management of resources because we believe that the resources that God has put in my hands should be used in a wise and prudent way to maximize their positive effect on both the economy and the community. And this is one of the main domains of our CSR program.” B3A*

*“Efficiency has been a major aspect our operational excellence program in that we have been keen on reducing our operational expenses...and our consumption of the unrenowable energy by for example using the LED bulbs and by shifting our energy grid to rely more on the renewable energy such as the solar energy which the bank has allocated a piece of land.” B3B.*

*“I think the bank has always been aware of the importance of changing and evolving to accommodate the changes. Aware of the need to strategically change to adapt ourselves and the bank to the environmental changes. I think if we have not been doing this correctly, we would not have continued till now.” B2E*

*“The bank has always been concerned with being up to date with the accelerating banking development and its strategic plans have always been focusing on this.” B3D.*

#### **Appendix 4.60: Annual report and website content data quotes on the “Adaptability” concept- Bank 3:**

*“\* FinTech ( \* Financial Technologies) is a fully owned \* \* Bank Subsidiary. \* FinTech is the 1st FinTech Accelerator Company and 1st FinTech company owned by a Bank licensed in Jordan.” The bank's website*

*“...also the MasterCard credit card service in it's their different types, the local, the ordinary, and the golden, and thus the bank becomes the first bank that issue MasterCard in Jordan.” The annual report of 1993*

*“The electronic computing machine was installed in the main branch’s building in Amman at the exact time during June 1982, the testing processes for the machine and for some prepared software by the appointed consulting firm has already started. And currently, an implementation process for the operations of the deposits and accounting departments is already underway now...in addition to this, the bank’s management currently studies the generalisation of the use of the computing machines to all the other branches for the provision of the best services to the customers and to keep up with the developments that have taken place in the Jordanian financial market.” The annual report for the year 1982*

*“The year 1985 witnessed the completion of the implementation of all the bank’s systems on the electronic computing machines for the following branches...and in line with the bank’s policy which aims at keeping up with the developments through the use of the new technologies in the finance field of work...” the annual reports of the year 1985*

*“\* \* Bank issued the E-com card, which enables the customer to purchase goods and services by using the Internet, mail and phone... \* \* \* launched two new services, \* phone and \* WAP, to present electronic banking services in Arabic and English, by using the regular phone or the mobile phone.” The annual report of 2001*

*“2010 witnessed major changes in the area of IT, with the aim of providing customers with the best in electronic services and raising the bank’s level of efficiency... In cooperation with the IT department, a new dedicated server was installed, specifically for purposes of verification and statistical reports, to take pressure off the bank’s main ATM server, make it faster and act as a replacement if it fails at any time or for any reason.” Annual report of 2010*

*“\* \*, for example, will be launching, for the first time in the Jordan, a “Go Green” Program, which is; a loan that provides customers with financing on environmentally friendly products at 0% interest... These accomplishments were crowned with the Bank’s choice of a new Core Banking System, which is widely considered as the most modern, comprehensive and flexible system in the world, representing the technological platform for launching the Bank’s organisational restructuring, thus*

*providing valuable opportunities to expand our local and regional reach safely and professionally” Annual report of 2012*

*“Financial Performance: \* \* will continue to improve the cost-income ratio by both improving overall revenues through growth in both assets and liabilities, whilst controlling costs and continuing to improve operational efficiency, as well as managing risk intelligently and proactively.” Annual report of 2012*

*“A service designed to meet the requirements of all entrepreneurs in various fields to accept all online payments through their websites using all types of cards (debit cards, credit cards, and prepaid cards) promptly and safely.” Annual report of 2014*

*“\* \* Bank, in collaboration with the Central Bank of Jordan, offers you a valuable opportunity to lower your establishment’s energy costs through the “Renewable Energy Loan” that aims to finance investments in renewable energy and or/energy efficiency projects.” Website content*

*“\* \* Bank offers you the opportunity to lower your electricity expenses with the Clean Energy Solutions through investments in both, Renewable Energy project to generate energy, and Energy Efficiency project to reduce your energy consumption, with the support of the Central Bank of Jordan.” Website content.*



## Appendix 4.61: Triangulating the “Adaptability” selective label finding- Bank 3:

The selective code label: Adaptability													
Axial codes labels	Interviews								Type of data formulatin g the code*			The Secondary collection methods	
	B 3 A	B 3 B	B 3 C	B3 D	B 3 E	B 3 F	B 3 G	B 3 H	*	+	#	Annual reports	Website content
Fentics pioneering bank		✓		✓					2	1	0	✓	✓
A social media-leading bank							✓		3	1	0	✓	✓
An efficiency concerned bank	✓	✓							3	0	0	✓	✓
The green trend preacher for SMEs		✓							0	3	2	✓	✓
A continuously evolving bank		✓	✓	✓	✓		✓	✓	6	2	3	✓	✓
An innovative bank		✓			✓		✓		4	5	0	✓	✓
A going green-supporting bank		✓							0	5	3	✓	✓

\*: The “\*” symbol refers to data that was generated by an interview protocol question, while the “#” symbol refers to data that was generated by a non-protocol question, and the “+” symbol refers to data that was not solicited by the interviewer.

## Appendix 4.62: An additional interview quotes on the “Serviceability” concept- Bank 3:

*“The sons have been automatically becoming continued customers for the bank, and if you go and ask them why do you deal with \* \* Bank, they will definitely reply that their grandfathers and fathers were customers of the bank since the fifties or sixties. So, the old customers have handed their relationships with the bank on to their offspring.” B3G*

*“Last year, and on the occasion of celebrating the bank’s \* anniversary I met customers who have been dealing with the bank for more than fifty years now who were very emotional about their relationship with the bank saying that no matter what would the bank do or change, they will never divorce us, they will never leave the bank.” B3G*

*“One of the things that really distinguish our bank is that most of its customer relationships have been legacies that have been being handed on from the grandfathers or fathers to their sons or grandsons.” Senior manager-Bank 3*

*“The job satisfaction rates which we have been keen on testing yearly have been quite acceptable relative to the job satisfaction rates in other similar institution in Jordan.” B3E*

*“The bank believes that it is our responsibility and duty to provide our customers with the best possible services to make our customer feel and believe that they are the bank’s focal point and that their service is at the centre of the bank’s interests.” B3G*

*“Our customers like visiting their branches even if they have no business to do at our branches. They would just visit us to have a cup of tea or coffee with their branches’ managers. They feel home when they are on our premises.” B3G*

*“customer centricity is one of our core values in addition to pioneership and growth.” B3D*

*“I think the third element of our heritage is the humans or the employees who have been working for this institution who have been employees of high quality. I think that the bank’s human resources have been probably among the best among all the institutions’ human resources in Jordan.” B3E*

*“The open door policy, the bank’s tolerant working culture, the family atmosphere, and openness, the personal respect, and the management’s humanitarian view and stance towards its employees are all characteristic that in total make the bank’s working environment especially comfortable and unique. Even when it comes to their share of the bank’s profitability, employees are treated as real shareholders not only as employees.” B3E*

*“I think that a major aspect of the bank’s total heritage is represented in the human resources that the bank has developed regardless if they are still working in the bank or have moved to contribute to the country’s development somewhere else.” B3H*

*“In addition to the bank’s rootage, I think the excellent service that the bank has been providing...are also two of the bank’s most important pillars of success...when it comes to the excellent service that the bank has been providing I think the bank’s employees should be credited for this service as they have been a factor, the main factor in fact, in the bank’s success, particularly, its service.” B3D*

### **Appendix 4.63: Annual reports and website content quotes on the “Serviceability” concept- Bank 3:**

*“the bank, and as it has always done, puts the customer service at the top of its priorities, and based on this the bank will seek to enhance the current financial services and to develop new services such as establishing a special department for providing direct services for the bank’s customers, and for the dealing with the different treasury tools.” The annual report of 1994*

*“As part of its continuous efforts to connect with its employees and strengthening their relationship outside the work environment, \* \* Bank hosted its \*\*th anniversary celebration that included honouring a number of its senior employees in recognition of their ongoing efforts in serving the bank’s goals. The bank also hosted another celebration with its VIP clients shedding light on the bank’s long history and its contributions to the efforts of comprehensive and sustainable development.” The annual report of 2015*

*“Just as it seeks to achieve the satisfaction of all its customers, \* \* Bank strives to achieve the satisfaction of all its employees, and is committed to developing and empowering its staff. The bank conducts numerous programs designed to strengthen the capacities of its employees, and places great importance on empowering women in the workplace. Likewise, the bank is eager to help elevate the capacities of the local labor force, providing opportunities for special needs individuals and creating sustainable job opportunities in the market... Over the years, \* \* Bank has continuously enhanced its products and services, improving efficiency, advancing its technological*

*capabilities, updating its institutional infrastructure, and expanding its presence.” The bank’s website*

*“Our strategic goals...to apply the concept of customer first through increasing the privileges we offer to the bank’s customers and through satisfying their needs according to the most up-to-date criteria for the excellent financial services.” The annual report of 2000*

*“During the year 1979, 80 employees of \* \* Bank’s employees were trained in the bank’s internal training centre at the general administration building. The training courses aim to update the current employees’ knowledge and to help them gain new skills and experiences, in addition to this, they aim to provide the new employees with good amounts of financial information and skills before they begin working in the bank’s different departments.” The annual report of 1979*

*“Our mission...Developing the financial ability of the organisation to reduce operational costs and achieve the optimal degree of satisfaction to customers and employees, using modern and latest banking systems and technology.” The annual report of 2001*

*“Paid-up Capital, Share Premium and Treasury Shares... In its extraordinary meeting held on April 25, 2005, the Bank’s General Assembly of Shareholders decided to increase the Bank’s capital by JD 25 million through distributing 6 million free shares by capitalizing the foreign branches reserve balance of JD 4,550,000 and an amount of JD 1,450,000 from the share capital premium as...This resulted in a share premium of JD 937,318) and to offer 500,000 shares without premium to employees.” the annual report of 2005*

*“Finally, the future plan will lead the bank into realizing its medium to long-term vision that was developed by the executive management team as follows: Phase 1: to become the most service-oriented and customer-centric bank in core markets by 2013. Phase 2: to become one of the leading banks in terms of market share, innovation, and profitability in target markets by 2015. Phase 3: to become a recognized leader across the Middle East, with International Links by 2020.” The annual report of 2010*

*“The Bank’s Code of Conduct... 2. Responsibilities Towards Customers... Commitment towards presenting the best services to customers through applying the spirit of friendship, politeness, courtesy, and full respect to their personalities, dignities, their*

*time and their interests, which are not conflicting with the Bank's interests." The annual report of 2006*

*"This dedicated customer focus and commitment to exceptional service is at the very core of the bank's identity, and the most important tenet of its company culture. Within this framework, \* \* Bank strives to embody the values of "Excellence and Specialization," which it applies to all of the services and products it offers, and of "Creativity and Innovation," which drive the company's strategy of adapting and growing to meet the changing needs of clients." The bank's website*

*"...the bank has especially focused on developing the promising leaders and the efficient and excellent members of staff by involving them in special qualifying programs." The annual report of 1998.*

## Appendix 4.64: Triangulating the “Serviceability” selective label finding- Bank 3:

The selective code table: Serviceability														
Axial codes labels	Interviews								Type of data formulating the code*			The Secondary collection methods		
	B3A	B3B	B3C	B3D	B3E	B3F	B3G	B3H	*	+	#	Annual reports	Website content	
A cross-generational customer loyalty								✓	✓	2	0	1	✓	
a Bank of a satisfying customer service	✓			✓	✓	✓	✓			5	0	3	✓	✓
A bank of a customer friendly atmosphere			✓	✓			✓			3	0	1	✓	✓
A customer-centric bank		✓		✓			✓			3	1	0	✓	✓
A bank of excellent staff				✓	✓					2	0	0	✓	✓
The bank’s staff-a bank’s success factor				✓		✓		✓		3	0	0	✓	✓
a bank of comfortable working atmosphere					✓			✓		6	1	0	✓	✓
An employee enabler bank						✓	✓	✓		3	1	0	✓	✓

\*: The “\*” symbol refers to data that was generated by an interview protocol question, while the “#” symbol refers to data that was generated by a non-protocol question, and the “+” symbol refers to data that was not solicited by the interviewer.

## Appendix 4.65: Additional interview quotes on the “Mutuality” concept- Bank 3:

*“One of the things that really distinguish our bank is that the bank is considered one of the most important banks that serve the SMEs sector in Jordan. In fact, we were among the first banks to serve this sector. Before around 12 years now we established a specialized business division to take care of the SMEs sector and we now have 12 SMEs business centres dispersed in the country’s different areas to be close to the SMEs and to have direct physical contacts with their SMEs customers. So, we are*

*considered one of the most important banks in this sector. And we believe in it, and we have been offering excellent products and services. I believe that we are a very distinguished bank in this regard.” Executive manager*

*“Our SMEs academy has been providing free of charge training courses to the SMEs community in Jordan such as how to prepare a marketing plan, how to register a company, how to conduct a profit and loss study, and how to seek fund if you have a business idea...” B3G*

*“If you look at other banks and financial institutions you will find that their relationships with their customers, including SMEs, is only limited to the provision of financial facilities only. This is a type of relationships that we have transcended from a long time ago now.” B3F*

*“we also have an agreement with the IFC through which we offer a free website that offers a SMEs consulting services examples of successful business models and articles that are written by local and international SMEs and entrepreneurship experts. It is also a free website at which you can seek guidance with regard to the official paperwork that all entrepreneurs need to go through.” B3B*

*“We have just started offering our SMEs Academy training in the governorates to the SMEs and entrepreneurs there. Last year we conducted our first training efforts in Aqaba and Irbid, and we will continue to do so and to include all the other governorates in our SMEs training and workshops.” B3B*

*“...in addition to this, there is also another very important thing that I would like to mention that relates to the importance of the bank for the topic of the CSR in Jordan. An indication of this importance, in fact, is the fact that the Association of Banks in Jordan assigned our bank the responsibility of representing the Jordanian banking sector in the committee that is responsible on setting a national strategy for the financial inclusion in Jordan...” B3D*

*“The SMEs banking work and by its nature should always have a CSR aspect. All banking systems now across the globe work on developing this business sector. And to have it developed, you need to train and guide them and to make your products and services to them more developmental to them than being profitable to you.” B3C*

*"We have branches and ATMs network that is geographically spread and covers all the Kingdom's governorates while other banks' branches and ATMs networks cover only Amman or only a few of the governorates. So, we have been serving the governorates while other banks have not been serving them." B3D*

*"With regard to our SMEs efforts we are especially concerned with the governorates' SMEs and as these SMEs are disadvantaged by their locations. We have been compensating them with price privileges either by offering them collateral in cooperation with our partners such as OPEC and Jordan Deposit Insurance Corporation which provide a higher collateralised percentage of facilities for the SMEs borrowers that are located outside Amman." Executive manager- Bank 3*

#### **Appendix 4.66: Annual reports and website content quotes on the "Mutuality" concept- Bank 3:**

*"It is worth mentioning that the bank has established The \* Small Enterprise Development Company in cooperation with Amier Group, and it is subsidiary that is fully owned by the bank and of a capital of JD 750 thousand and it aims at financing the craftsmen and professionals in a way that achieves the bank's role in the process of the economic development and in resolving the unemployment dilemma." The annual report of 1999*

*"Within the framework of the bank's policy that aims at expanding its branches spread within the Kingdom....a new branch was opened in Al-Shaheed Wasfi Al-Tal Street at the beginning of 1992." The annual report of 1992*

*"Four new branches were opened during the year 1980 in Jabal Al Taj/Amman, Maan, Kahled Bin Al Waled St/Amman, and Alquarah/Al Zarqa. Additionally, the Central Bank's approval was granted for the opening of a new branch in Al Mafrq..." the annual report of 1980.*

*"In 1977, the tender for the construction of the bank's building in Al Tafileh town [a governorate now] was issued, and the implementation was initiated in the last quarter of the year. The building is to be completed...during the second half of 1978." The annual report of 1977*



*“On the 22<sup>nd</sup> of March, 1982 a new branch was open for \* \* Bank in Al Karak city [a governorate].” The annual report of 1982*

*“The branches management has continued its efforts during the year 1999 to root \* \* Bank’s policy to go towards the retail services and to employ the bank’s resources in the different financing programs which are targeted towards servicing its retail customers such as the services of financing of cars purchasing, housing loans, and the consumption loans.” The annual report of 1999*

*“The management looks forward to apply the principle of “Customer First”, side-by-side with the concept of Customer Relationship Management (CRM). In essence, helping customers realize their success and add value to their interests represent the main goal of the Bank, as long as this is considered part of the Bank’s interest and will ultimately credits its success.” The annual report of 2003*

*“The Al Nashmiat initiative was launched in 2014 as a comprehensive program aimed at creating project development opportunities for women, and helping them succeed and maintain their businesses. It offers a wide range of services, including marketing assistance to entrepreneurs through the initiative’s contact network with \* \* Bank, as well as its advisory and training services to reinforce financing opportunities and solvency for female led projects... Furthermore, the initiative seeks to socially and economically empower women in rural areas” The annual report of 2016*

*“\* \* Bank in collaboration, with the European Bank for Reconstruction and Development organized a discussion forum for women managing small and medium enterprises (SMEs).” The bank’s website*

*“\* \* Bank recently introduced its flagship “Go Green Loan” program. It was developed in collaboration with a large network of companies, all of which are specialized in providing environmentally friendly products. The program targets individual, retail and SME sectors in particular, enabling customers to obtain the products they need with 100% funding, 0% interest and a payment period reaching up to 48 months.” The bank’s website*

### Appendix 4.67: Triangulating the “Mutuality” concept- Bank 3:

The selective code table: Mutuality													
Axial codes labels	Interviews								Type of data formulating the code*			The Secondary collection methods	
	B 3 A	B 3 B	B 3 C	B 3 D	B 3 E	B 3 F	B 3 G	B 3 H	*	+	#	Annual reports	Website content
SMEs support-a CSR embedded work		✓	✓	✓		✓			2	6	0	✓	✓
The SMEs leading Bank	✓			✓		✓			5	1	0	✓	✓
The entrepreneurs’ supportive bank		✓					✓		3	1	1	✓	✓
A SMEs supportive bank		✓		✓	✓	✓	✓		6	12	3	✓	✓
The SMEs’ non- financial services provider		✓				✓			2	2	0	✓	✓
A SMEs pioneer bank	✓			✓					1	4	0	✓	✓
The women entrepreneurs’ bank		✓		✓			✓		3	9	0	✓	✓
Present in the governorates				✓		✓	✓		3	5	0	✓	✓
The low-income peoples’ bank too							✓		3	3	4	✓	✓
The governorates’ SMEs bank		✓		✓					0	4	0	✓	✓
A customer guidance-obligated bank							✓		0	2	3	✓	

\*: The “\*” symbol refers to data that was generated by an interview protocol question, while the “#” symbol refers to data that was generated by a non-protocol question, and the “+” symbol refers to data that was not solicited by the interviewer.

## **Appendix 4.68: Additional interview quotes on the**

### **“Responsibility” concept- Bank 3:**

*“...secondly, and as I told you before, the fact that we are the first national Jordanian bank makes us feel a much more additional responsibility towards our national economy, towards our country in general.” B3A*

*“I worked in the bank during the reign of the previous chairman Mr \* \* who is a major shareholder and was a member of the upper management for 17 years. And I had the opportunity of hearing him addressing the employees several time and among of the things that he always used to mention and to stress upon is a saying that was coined by the late King Hussein and that is “Our people are our most valuable asset” I can say that this saying summaries and represents the bank’s culture and philosophy when it comes to the employees and I think this culture is still active in the bank.” Senior manager-Bank3*

*“Our Jordanian identity is a significant part of our bank’s culture. We are a Jordanian bank that supports Jordan in a variety of aspects and we are willing to look at and do anything that might be in line with the best interest of Jordan’s economy and community...so our bank exists wherever and whenever it is needed to be and wherever and whenever it is needed to provide support.” B3B*

*“Our higher management is highly interested and highly involved in CSR to the extent that they established a special department to be responsible for all the CSR related-work.” B3D*

*“Since its adoption, the bank has been putting lots of efforts and consideration to the right implementation of the corporate governance concept. Since its adoption, there have been real separations between the duties of the board of directories and the duties of the upper management.” B3A*

*“...transparency has always been something that the upper management was keen on having in its relationship with the bank’s employees. An important aspect of this is the transparency that characterises the process of performance evaluations. The transparency of these processes is something that is very important for the upper management because based on the results of these employees get classified compensated and rewarded.” B3A*

*“...this is something that distinguishes \* \* Bank, it has a humanitarian aspect that is represented by its constant contact with the community by its sympathy towards those who live in the governorates and rural locations in Jordan.” B3H*

*“I believe that if a company’s CSR orientation does not first look at its internal community [the employees], and if it does not prioritise them, its CSR efforts that are targeted at the external community will look and feel very fake. A company's honest CSR program will first begin with the internal community members, namely, the employees.” B3E*

*“Our SMEs academy has launched the Al-Nashmiate program which aims at empowering women entrepreneurs by educating, training, and supporting them.” B3G*

*“What I have personally touched during my relatively long experience with the bank is that there is amiability between the bank and the public.” B3C*

*“...we are all members of the same community and \* \* Bank is a member and part of this community so our dealings even with our customers and also with our general community members it is a family based dealing similar to how a father deals with the members of his family*

*“The bank’s main shareholders’ philosophy is that, and although the institution is a for profit one, there should always be a sense of humanity in how the bank conducts its business. Let me give you an example of this, there was a rule that governed the bank’s conduct for a long time towards those who fail to pay back their loans, and that is we do not seize the property that the loan is guaranteed by if this property was an apartment that is occupied by the borrower’s family.” B3E*

#### **Appendix 4.69: Annual report and website content quotes on the “Responsibility” concept- Bank 3:**

*“Our mission...Contributing to the national social economic development.” Annual report of 2002*

*“Instilling the concept of Corporate Governance and educating the Bank’s staff to perceive the corporate culture of \*\*B...” the annual report of 2002*

*“In an attempt to increase the productivity and in line with the board of director’s belief that the human resources are axis of the bank’s operations, the bank have granted the 15th-month salary for all its employees...” the annual report of 1999*

*“The bank’s management has continued its service to its employees by training them, in that 91 employees were trained during the year 1981 in the bank’s internal training academy...” the annual report of 1981*

*“As a leading institution in supporting women’s empowerment, the Bank organized the first discussion forum for women managing small and medium enterprises (SMEs), focusing on business rehabilitation, while placing the spotlight on women running SMEs and the role they play in creating a more productive business environment.” The annual report of 2012*

*“The Future Plan for Year 2004... Preparing to apply the new standards of Basel 2 accords and also adhering to the instructions imposed by the Central Bank of Jordan pertaining to these new standards as well as the application of the corporate governance standards in financial institutions.” The annual report 2004*

*“Within the framework of \*\*\*’s commitment to develop and uplift the community and promote cultural and traditional activities, the Bank actively participated in the festivals and celebrations held on the occasion of declaring Amman as the capital of Arab Culture, through a distinctive cultural program that included brochures, activities, prizes and theater shows.” The annual report of the year 2002*

*“\* \* Bank seeks to achieve the aims of its shareholders, clients and employees while conforming to the highest ethical standards of professional banking conduct in performance excellence, and disclosing the results of its operations accurately and transparently, in addition to fully complying with all the laws, rules and instructions regulating the activities of the Bank.” The annual report of 2010*

*“\* \* Bank’s compliance with corporate governance stems from deep conviction of its importance and the positive impact it has on the Bank’s future success, growth. In addition, corporate governance guarantees the development of an institutional corporate culture that is a requirement not only for the bank’s growth but also for its long term success.” The annual report of 2007*

*"In line with the Bank's support of the youth, and the spirit of leadership and innovation, the \* \* Bank contributed to the success of the EY Entrepreneur of the Year award. This gave our customers, whether large companies or SMEs, the opportunity to stand out in their fields of finance or IT." The annual report of 2016*

*"Your institution's board has approved a special system for its employees that ensured them the medical treatment which its costs will mainly be paid by the bank while the employees will pay a relative share of their medical treatment expenses. This system also has ensured them a saving box towards which they will make a fifty percent contribution, and the bank makes the other fifty percent contribution...the bank has also purchased insurance that covers all its employees against the personal accidents." The annual report of 1958*

*"By the end of 1985, thirty years will have passed on the bank's establishment. and thanks to God it was able to continue to be active and to service its clients...and it will continue its policy of servicing the Jordanian economy in particular and the Arab World economy in general...the bank has continued to finance the different economic sectors within the framework that the bank used to be committed to during its long journey, continually mindful to the safeness of its depositors' money and to productive use of this money for the interest of the national economy." The annual report of 1985*

*"Just as it seeks to achieve the satisfaction of all its customers, \* \* Bank strives to achieve the satisfaction of all its employees, and is committed to developing and empowering its staff. The bank conducts numerous programs designed to strengthen the capacities of its employees, and places great importance on empowering women in the workplace. Likewise, the bank is eager to help elevate the capacities of the local labor force, providing opportunities for special needs individuals and creating sustainable job opportunities in the market... Along with its new motto, "for 60 years, together, one \* Bank Family" \* \* Bank has adopted a number of corporate policies and behaviors in an effort to create a positive impact in everything it does. The bank was the first in the market to integrate environmental considerations into its work environment, employing environmentally conscious resource management in all of its operations." the bank's website*

## Appendix 4.70: Triangulating the “Responsibility” concept- Bank 3:

The selective code table: Responsibility													
Axial codes labels	Interviews								Type of data			The Secondary collection methods	
	B	B	B	B	B	B	B	B	formulati ng the code*	Annual reports	Website content		
	3	3	3	3	3	3	3	3					
A	B	C	D	E	F	G	H	*	+	#			
Feeling nationally responsible because of being old	✓								0	2	0	✓	✓
Feeling socially responsible because of being old	✓	✓							3	0	1	✓	✓
Feeling nationally responsible because of being Jordanian	✓	✓			✓				2	1	1	✓	✓
A nationally committed management	✓		✓	✓					6	1	3	✓	✓
The corporate-level management high involvement in bank’s CSR		✓		✓		✓	✓		2	4	0	✓	✓
Shareholders are CSR enthusiasts		✓	✓			✓			6	0	0	✓	✓
A community-belonging bank				✓		✓	✓	✓	7	1	1	✓	✓
A bank of corporate governance	✓				✓	✓			3	1	0	✓	✓
A bank of an ethical conduct	✓				✓	✓			1	2	0	✓	✓
A bank of humanitarian conduct					✓	✓			1	0	1	✓	✓
An employee caring bank	✓				✓	✓	✓	✓	1	5	2	✓	✓
A youth-encouraging bank				✓	✓				1	4	0	✓	✓
The Bank-women enabler							✓		3	1	1	✓	✓
A community amicable bank	✓		✓				✓	✓	4	1	0	✓	✓

\*: The “\*” symbol refers to data that was generated by an interview protocol question, while the “#” symbol refers to data that was generated by a non-protocol question, and the “+” symbol refers to data that was not solicited by the interviewer.

## **Appendix 4.71: Additional interview quotes on the**

### **“Participativeness” concept- Bank 3:**

*“Let me explain to you how we did identify our CSR program’s pillars [domains and topic] I grouped all the relevant teams’ employees, and I told them that we will conduct a brainstorming session looking for answers for a straightforward question. And that is what are the things that you would like to see in our Jordanian community. And all the answers were grouped in five main pillars [domains].” B3A*

*“Community care is one of the bank’s core values. A proof on this is a new slogan that the bank has recently developed and announced on the occasion of its \*\* anniversary and that is “You are my \*”. This slogan actually represents the bank’s belief that the bank and its community are part of the Jordanian total community. And that same as every member of this community, we care about Jordan and its community, and we have to take a role in achieving its well-being.” Senior manager-Bank 3*

*“We used to have a program through which employees can choose to make monthly donations to KHCF [King Hussein Cancer Foundation] that get deducted from their salaries. But due to this program popularity, these deductions have now become compulsory for all the employees.” B3D*

*“I came across this two times before during the discussion, across how the bank has always been socially responsible and based on my direct experience within the bank I can say that I see this practice coming from a benevolent spirit and personality that the bank has.” B3E*

*“To the best of my knowledge, we have been leading the way in CSR.” B3B*

*“We identified five pillars [domains] for our CSR work the first is enterpounership because we would like to see the unemployment rate getting reduced to the possible lowest rate and we also identified culture and arts, women and community empowerment, and poverty.” B3A*

*“The impactfulness of a community project is a major criterion that the bank takes into its consideration when deciding upon a CSR sponsorship request. Hence we only sponsor the actual implementation of meaningful community project ideas. We simply do not sponsor operational expenses.” B3F*



*"We try to make our CSR involvements really effective in achieving what they aim at. This is why we now measure their rate of success, the success of the actual implementation of a CSR involvement in particular. We assess the return on CSR investment. And based on an assessment's results we may either decide to continue in an involvement or to withdraw from it. and we may also suggest corrective actions to make an involvement more successful and impactful." B3E*

*"The continuity of the bank's social role is something that is very important for the bank's top management this is why there have been always budgeting and allocations for the bank's CSR. This is something that super important for the bank." B3A*

*"Honestly speaking, when the bank provides some support for a community group it does not even think about utilising it for any marketing or reputational purposes. No never. We, of course, would like having all the people aware of and knowledgeable about what we do for them, for the community. But we would not put more than a tiny amount of effort and consideration into this. Usually, it's the other party or parties who publicise our participation in an event or program." B3D*

*"I think that the bank's CSR practice is a bottom-up one and this is a really influential feature of our CSR orientation because the bank's employees and their belonging to their institution, and their belonging to their country are the essential driving forces for the bank's CSR." B3E*

*"Additionally, and even for the Syrian refugees in Almafraq we have been contributing and providing some services to them via the debit cards that we have been issuing to them in cooperation with the World Food Programme. We were the first bank in Jordan to provide this service to them...this service we provide to them is only slightly profitable, and thus we consider it as a community care service rather than a business service." B3D*

## **Appendix 4.72: Annual report and website quotes on the**

### **"Participativeness" concept- Bank 3:**

*"Our mission...contributing to the national social and economic development." The annual report of 2002*

*“The solid financial position of \*\*\* and the quality of its assets, coupled with its ample reserves and provisions as well as its established roots, ensure the Bank’s ability to overcome any incidental crisis. The facilities case will definitely not affect the continuation of JNB’s march, nor will it affect achieving its mission and strategic goals, or its ability in meeting social and economic development requirements.” The annual report of 2001*

*“Our Strategic Objectives.... Towards Society : Develop banking products that contribute to the enhancement of the national development and the firm commitment towards the social , and national cultural needs of the kingdom... In translating the principles of \* \* Bank’s code of conduct, and the Bank’s commitment to the social responsibility, the management continuously tracks the administration and financing of social and cultural projects for all types of social and non-profit organizations. Therefore, the Bank will firmly provide full support to all social institutions based on fair standards and principles.” The annual report of 2006*

*“In terms of \*\*\*’s involvement and support for its corporate social responsibility efforts, \* \* Bank continues its patronage for numerous programs and activities that cover all social spectrums and support a variety of community endeavors in an effort to increase the level of involvement in the process of community and economic development. Accordingly, \*\*\* has steered its efforts through its specialized CSR unit to undertake and administer its programs and ambitious initiatives in collaboration with various public and private sector organizations to endorse sustainable development efforts.” The annual report of 2015*

*“\* \* Bank recently sponsored the “Laila Baqili” conference, held under the patronage of His Excellency Dr. Ziad Fariz, Governor of the Central Bank of Jordan, in partnership with Hivos, and organized by the Sisterhood is Global Institute. The conference, which highlighted the progress of women leaders in the banking and financial sector, included workshops aimed at identifying the needs and aspirations of working Jordanian women in order to find solutions to the challenges that stand in the way of their careers.” The bank’s website*

*“We work with a strategic, long-term vision based on principles of social, environmental, and economic responsibility with which we hope to positively impact as*

many people as possible from the different social backgrounds and sectors, and to provide new opportunities for the people and the youth.” The bank’s website

### Appendix 4.73: Triangulating the “participativeness” concept- Bank 3:

The selective code lable: 'participativeness'													
Axial codes labels	Interviews								Type of data formulating the code*			The Secondary collection methods	
	B3A	B3B	B3C	B3D	B3E	B3F	B3G	B3H	*	+	#	Annual reports	Website content
CSR-a bottom-up bank’s practice	✓		✓	✓	✓	✓			4	4	0	✓	✓
CSR-a constant bank practice	✓			✓		✓	✓		3	5	0	✓	✓
CSR- a bank’s deeply rooted practice		✓	✓	✓	✓	✓			8	3	0	✓	✓
A CSR leading bank	✓	✓				✓	✓		1	4	1	✓	✓
Refugees’ aid facilitating bank		✓		✓					1	3	1	✓	✓
A CSR pioneering institution		✓	✓	✓		✓	✓		4	2	0	✓	✓
A bank of a wide CSR involvement	✓			✓	✓		✓	✓	6	9	0	✓	✓
Impactful sponsorships only		✓			✓	✓			2	3	3	✓	✓
Mentoring the sponsorships applicants						✓			0	3	0		
A community-caring bank	✓	✓		✓	✓	✓	✓		15	8		✓	✓
A shift towards the non-direct donation CSR practice		✓				✓			0	2	0	✓	✓
Sales-a possible but an unsolicited CSR’s effect				✓			✓		0	1	3	✓	

\*: The “\*” symbol refers to data that was generated by an interview protocol question, while the “#” symbol refers to data that was generated by a non-protocol question, and the “+” symbol refers to data that was not solicited by the interviewer.

## **Appendix 4.74: Additional interview quotes on the**

### **“Perspicacity” concept- Bank 3:**

*“The bank has been always a highly ambition bank and this ambition has always stemmed from its management which has always been young as the youth people have been always part of the bank’s senior management and this has been a factor behind the bank’s ambitious vision...I think that our institution’s, our bank’s ambition has always been beyond any limits.” B3E*

*“Thirdly, there have been lots of successes for the bank’s previous managers such as the bank’s founders, and its previous years’ boards and senior management. These successes and these people’s commitment and loyalty to the bank have helped to develop the bank and making it grow to what it is now. I think all of this deserves to be re-studied and re-discovered to be carried along to the new generation to make them really appreciate what is in their hands now.” B3A*

*“The bank owners, and thus are its high-level managers, are highly educated people who have very long financial and banking experience. They are also highly knowledgeable and experienced about the Jordanian and regional markets.” B3H*

*“It is the board of director’s wisdom that was behind the bank’s very early adoption for the CSR practice, much before it became a well-known practice in Jordan that everyone talks about. And it is also the board that should be credited for the enrichment that this practice has been having throughout the time.” Executive manager-Bank 3*

*“Technology has become a very important aspect of everything not only banking and the world has really become a small village. So, it is wrong now to think that being an old Jordanian bank is a point of strength that is enough to survive the increasing competition. Relying solely on this point of strength will lead us straight to the demise. Luckily, the bank’s management has been aware and will continue to be aware of the need to keep evolving and to adapt to changes, particularly, the technological ones. there will be no room for the conventional banking, and we were aware of the need to create more additional added values for our customers as lending is no longer a thing that banks exclusively do, there are now alternative portals for lending, alternatives to the conventional banks.” Executive manager-Bank 3*

*“An institution’s personality is a reflection of its personnel’s personalities. And \* \* Bank before the adoption of the corporate governance used to be run as a family-owned business as it was mainly established by some members of a well-known Jordanian family and this family used to own most of the bank’s shares. Therefore, I believe that the bank’s personality, which cherishes community care and support, is just a reflection of this family personality which has been long and widely known by its benevolent nature.” B3E*

#### **Appendix 4.75: Annual reports and website quotes on the**

##### **“Perspicacity” concept- Bank 3:**

*“By the end of 1980, twenty-five years will have passed on the bank’s establishment, and your firm, with thanks to God, continues its activity and its services to its clients in spite of the difficulties and the economic and financial changes that world has been undergoing. And it has achieved satisfying results. The institution will continue its policy of serving the Jordanian economy in specific and the Arab world economy in general.” The annual report of 1980*

*“Regarding the establishment of branches for the institution, the board of directorships has decided to open a branch in the city of Nablus in the Hashemite Kingdom of Jordan and hope that it will begin working within a short period. Also, the board of directorships has decided to open a branch of the bank in Damascus ...” the annual report of 1957*

*“The bank has continued its operations during the year 1972 in circumstances that call for hope in spite of the continuation of the hard conditions the resulted from the continuation of the Israeli occupation for the West Bank, the ceasing of the financial support that Jordan used to receive from Kuwait and Libya, and the closure of Syrian borders with Jordan [the last two were results of the War of July 1970 between the Jordanian Armed Forces and the Palestine Liberation Organization after which the latter left Jordan to Lebanon and Syria].” The annual report of 1972.*

*“The bank has continued its operation following a policy that is characterised by the simultaneous carefulness and flexibility. Thus, the bank continued financing the different economic sectors and within the framework that it has been committed to throughout its long journey constantly considerate to its depositors” money...” the annual report of 1985*

*“With regard to your institution, it has continued its progress and the fulfilment of its mission, adhered to the principle of conserving its safeness and its financial position...”*  
the annual report of 1963

*“It is delightful that I present to you and on behalf of my colleagues the members of your institutions board the 39th report for \* \* Bank while it makes its first steps towards the year 1995, looking forward to reaching its 40th year of excellent financial services and enjoying the status that it deserves...”* the annual report of 1994

*“Authenticity, modernity, and commitment towards excellence...these are elementary values that \* \* Bank management has adopted throughout four decades of financial service. And throughout these forty past years, the bank has been among the pioneers in establishing the basics and the fundamentals of the financial work in Jordan and its conservative policy and prudent management have contributed to the successful handling of all the events, developments, and political and economic crises...”* the annual report of 1995

*“With regard to your institution, it has continued its progress and the fulfilment of its mission, adhered to the principle of conserving its safeness and its financial position...”*  
the annual report of 1963

*“During 2016, the Treasury, Investments and Financial Institutions Group maintained its conservative investment policy at the Bank, prioritizing safety and liquidity factors, in light of the continuing instability in the capital markets. In terms of liquidity management, the group targeted fixed income and risk free instruments, in addition to expanding the group’s portfolio in terms of government bonds and bills, hence attaining low risk return in order to sustain gains acquired throughout the past years and securing shareholders’ equity. Also, despite the unprecedented growth in deposits, the group adopted a strategy to have a better control over cost of funds.”* The annual report of 2016

*“With a rich national heritage and identity, \* \* Bank is one of the Kingdom’s leading banking institutions. Established in 1955 as the first national bank in East Jordan, the bank played a pivotal role in the growth and evolution of the country’s financial sector, employing its ambitious vision to drive the banking industry forward. \* \* Bank has always strived to serve as a role model for other banks, leading by example through*

*high-quality products and services and a commitment to comprehensive and sustainable economic development.” The bank’s website*

"\* \* Bank has always supported Art and Culture because of its importance and impact on society, and so has taken it upon itself to actively participate in re-structuring the Cultural and Artistic scene in the Kingdom by offering support to all artistic outlets and cultural. This interest is embodied in the bank’s decision to establish the \* Numismatic Museum. The museum displays collections of coins, tokens, medals, bank notes, seals, and badges, as well as standards of exchange such as weights and scales. The Museum was founded in 1999." the bank's website.

### Appendix 4.76: Triangulating the “Perspicacity” concept- Bank 3:

The selective code table: Perspicacity													
Axial codes labels	Interviews								Type of data			The Secondary collection methods	
	B	B	B	B	B	B	B	B	formulating the code*	Annual reports	Website content		
	3	3	3	3	3	3	3	3					
A	B	C	D	E	F	G	H	*	+	#			
A highly ambitious management					✓				2	2	0	✓	✓
Conservative bank	✓	✓			✓				2	5	1	✓	✓
More than sixty years of success		✓			✓				3	2	0	✓	✓
An enlightened management								✓	0	2	1	✓	
The wise management-a bank’s success factor	✓	✓	✓		✓	✓	✓	✓	4	3	5	✓	✓

\*: The “\*” symbol refers to data that was generated by an interview protocol question, while the “#” symbol refers to data that was generated by a non-protocol question, and the “+” symbol refers to data that was not solicited by the interviewer.

## **Appendix 4.77: Additional interview quotes on the “Utility” concept- Bank 3:**

*“\* \* Bank has so far graduated more than four employees who worked as general managers for other local banking institutions. This also in addition to many other successful and competent employees who left the bank to work in other leading positions not only in other local and regional banks but also in other important public and private institutions locally and regionally too.” B3E*

*“If you look now around you in Jordan, and this is also true for all the Middle Eastern countries, and because our communities are predominately young communities, the big corporations are no longer able to satisfy the yearly needed number of new job opportunities. The public sector too has already stopped creating new job opportunities. So it is now necessary that the SMEs get enough support and attention to develop and mature, as according to the studies, they represent 90% of a country’s total number of businesses. Thus, they are the best placed to create the yearly needed huge number of job opportunities for the increasing number of new people who enter the labour market. This is the reason behind the bank’s early attention and increasing interest in the SMEs and micro-enterprises.” Executive manager-Bank 3*

*“...in addition to this, and although the bank merged with two different banking institutions at two separate times in an attempt to comply with the Central Bank orientation, and to support its plans in this regard, the bank continued to remain \* \* Bank. These two mergers did not change the bank, but rather they solidified the bank's heritage.” B3D*

*“As I told you before, the history of \* \* Bank is copious with events that were positively contributive to the development of Jordan’s economy. Events that have had a positive effect on the process of developing the national economy and the establishment and the development of Jordan in general.” B3A*

*“Our bank, and by virtue of being the oldest, has played a significant role stabilising the economic and social conditions of Jordan...if someone looks really deep in the bank’s history he will definitely find that the bank, and in addition to the profits that it has generated to the shareholders and the taxes that it has paid to the government, it has also played significant national roles and performed national services.” B3C*



*“Our numismatics museum has around 40 thousands different historical coins, and this is history by itself. It also has a full assortment of civil and military medals that were issued in Jordan since the days of the Emirate of Transjordan.” B3G*

*“We have also been working on helping the SMEs becoming green. And by becoming green, I mean to become relying heavily on the cheap renewable sources of energy, which is something will make them much more efficient. And thus, they will become more supportive to the growth of our national economy.” B3B*

*“If I want to talk about the things that distinguish our bank, thing that make it different relative to the other banks, I would certainly mention the fact that it is a pure and complete Jordanian establishment. And by this, I mean that all its founders were East Jordanians and it began form Jordan and then expanded regionally. This is an important point of distinction for the bank.” B3F*

*“Our numismatics museum is priceless in terms of the artefacts that it has. Many of our displayed artefacts are the only pieces of their kinds in the world. It has been a project that is fully financed by the bank, and we consider it part of our historical heritage and part of our national cultural heritage not only for the bank but for Jordan too.” B3A*

#### **Appendix 4.78: Annual reports and website quotes on the “Utility” concept- Bank 3:**

*“the bank has continued its operation during the beginnings of the year 1979 in shade of stable economic condition that has helped to continue the process of following a flexible credit policy that suits the objectives and the ambitions of the governmental five-years developmental plan...” the annual report of 1979*

*“The value of the bank’s securities and financial investment in the year 1982 has amounted to JD 18,480,139 which include JD 12,370,795 invested in Treasury Bills, Jordanian Development Bonds, Electricity Authority Bonds, Free Zone Corporation Bonds, Jordan Cement Factories Bonds, Water and Sewerage Authority Bonds, And Alia institution bonds [Royal Jordanian Airlines now]...” the annual report of 1982*

*“After the bank has increased its capital and reserves significantly, the bank initiated its activity starting from the year 1983 following a policy that encourages the well-studied*

*expansion to develop its capabilities and to achieve its targets of serving the national economy.” The annual report of 1983*

*“This also comes in addition to the agreement that the bank signed with the American Cooperative Housing Corporation to work on a special program that aims at developing the small enterprises in the South [the least developed region of Jordan] in help from the USAID.” The annual report of 1998*

*“On the occasion of the bank's fortieth establishment anniversary, I feel very obligated to thank the customers and the shareholders of the bank for the trust and support for the bank throughout all the bank's past years. I also thank the bank's management for following the principle of safe financing and for successfully implementing the modern technique, and for preserving the inveterate traditions that this institution has always been known by...this institution has performed its role in serving the local community and has also performed a significant share of its national duty throughout forty years and will continue to do so.” The annual report of 1994*

*“the merger would also allow \* \* Bank and \* Bank to meet the requirement of the Central Bank of Jordan regarding the 20 million minimum capital, without pressure on shareholders or domestic liquidity.” The annual report of 1996*

*“The Central Bank has accredited the branches of \* \* Bank in Aqaba, Irbid, and Alzarqa to act as agents for the bank. Also, the bank's Amman branch has been chosen to manage the Finance Ministry's and its bureaus' account.” the annual report of 1966*

*“Along with the cultural role of \*\*\*, the National Museum of Numismatics was completed during 2002, which \*\*\* had constructed in year 2000. This museum contains the rarest and most complete collection of coins and numismatics throughout four thousand years of the history of Jordan and the Arab Orient. The Municipality of Greater Amman will use this museum in its activities and cultural programs.” The annual report of 2002*

*“With a rich national heritage and identity, \* \* Bank is one of the Kingdom's leading banking institutions. Established in 19\*\* as the first national bank in East Jordan, the bank played a pivotal role in the growth and evolution of the country's financial sector, employing its ambitious vision to drive the banking industry forward. \* \* Bank has always strived to serve as a role model for other banks, leading by example through*

*high-quality products and services and a commitment to comprehensive and sustainable economic development.” the bank’s website.*

*“The bank’s museum is the first of its kind in the region, with collections numbering about 40,000 coins. The ideals of a collector and the wisdom and generosity of a banking institution come together to produce an excellent educational legacy beneficial to society.” The bank’s website*

### Appendix 4.79: Triangulating the “Utility” concept- Bank 3:

The selective code label: Utility													
Axial codes labels	Interviews								Type of data			The Secondary collection methods	
	B	B	B	B	B	B	B	B	formulating the code*	+	#	Annual reports	Website content
	3	3	3	3	3	3	3	3					
A	B	C	D	E	F	G	H						
A locally pioneering bank				✓	✓		✓	✓	2	4	0	✓	✓
Mergers for the purpose of national economy growth			✓	✓					0	1	5	✓	
A bank of a national economic role	✓	✓	✓	✓		✓	✓		6	7	9	✓	✓
An inveterate bank	✓		✓	✓	✓	✓	✓	✓	9	3	1	✓	✓
A historically and culturally important bank’s museum	✓						✓		0	2	0	✓	✓
The numismatics museum a bank’s point of distinction	✓						✓		1	1	0	✓	✓
A bank of Jordanian national identity	✓	✓	✓			✓	✓		7	1	2	✓	✓

\*: The “\*” symbol refers to data that was generated by an interview protocol question, while the “#” symbol refers to data that was generated by a non-protocol question, and the “+” symbol refers to data that was not solicited by the interviewer.

## **Appendix 4.80: Additional interview quotes on the**

### **“Authenticity” concept- Bank 3:**

*“All the little criticism we have received with regard to our CSR efforts were about that we choose our partnership in this regard through personal connections rather than merit. But we do counter these allegations by providing detailed information about the bases and criteria we follow and on how X or Y program met these criteria. It is true that there was some role for personal connections in deciding upon programs, but this is no longer the case. Since we have institutionalised our CSR the role of personal connections has been minimized heavily...we publicize our CSR, and I do know that some people believe that we do CSR only for public relations reasons. But in contrary to this we believe that PR is important for CSR because it can help encourage, spread, and improve the practice. You know Jealousy is a natural human characteristic, and other companies can become jealous of your CSR practices and jealous of the praises you get from the community as result of being a community supporter. So, a somewhat of publicity for CSR efforts can make those who do not practice CSR out of their good nature practice it out of jealous. And that is a kind of jealous that is good for the community and highly favourable as it is needed you know.” B3F*

*“I think that the bank owners who have been continuously owning and managing the bank, and who are of great history and presence in Jordan, and who have additionally properly managed and developed the bank are in fact an essential element of the bank’s heritage today.” B3H*

*“As I told you before, \* \* Bank was the first national Jordanian bank to be established in East Jordan and this is something that is really important. It was established by the arms of a group of founders who are still being positively remembered by the Jordanian people.” B3D*

*“...in addition to this, the family of the bank owners is very reputable, and they are known with their big contributions to Jordan, they have very good reputation...so the owners of the bank enjoys high credibility and inveteracy, and they have big investments in Jordan other than their investment in \* \* Bank. And they are all very successful investment. Even politically, they are well-known too and they have some good politicians. And as you know, people always prefer to deal with those who are well-known and reputable.” B3D*

## **Appendix 4.81: Annual reports and website quotes on the “Authenticity” concept- Bank 3:**

*“What makes \* \* Bank's 2012 Corporate Responsibility report particularly significant is that it presents the results of an evaluation of all our social responsibility programs. It was conducted for reasons of transparency and internal accountability, in addition to keeping in line with the \* \* Bank's new strategy and orientation of social responsibility, adopted last year. This approach arises from the bank administration's eagerness to increase the influence of our programs on sustainable development, whether economic, social or environmental, and in a manner that is compatible with what we do, creating an added value through benefiting from the expertise and capabilities of the bank, in addition to its institutional and human resources.” The social responsibility report of 2012*

*“In my Name and on behalf of all our Board Members, I am pleased to present to you \* \* Bank's Corporate Responsibility Report for the year 2013. The report sheds light on the bank's role as a proactive initiator of corporate responsibility efforts that have a radiating effect throughout the community. In this report, we highlighted the bank's ability to positively adapt to various changes on both local and regional levels by raising awareness on pressing social issues.” The social responsibility report of 2013*

*“It is with the vision, generosity and directorship of his excellency Dr. \*[ a member of the family that partially owns the bank, who also used to be a chairman of the bank's board of directors], whose foresight in recognizing the historical and cultural value of Dr. \* \* collection which had been in the making for over thirty years, that he gave instructions to set up the Jordan \* \* Numismatic Museum. This initiative was the embodiment of the management's belief in the role the Museum would play in preserving the cultural heritage of Jordan. The Museum was inaugurated in early 1999, employing the expertise and knowledge of Dr. \* as its director, winner of the Shamma prize of the Royal Numismatic Society 1998 to guarantee the continuity of the Museum and the preservation of the collections for generations to come.” the bank's website*

### Appendix 4.82: Triangulating the “Authenticity” concept- Bank 3:

The selective code table: Authenticity													
Axial codes labels	Interviews								Type of data formulating the code*			The Secondary collection methods	
	B3A	B3B	B3C	B3D	B3E	B3F	B3G	B3H	*	+	#	Annual reports	Website content
	No bank’s CSR related doubts				✓		✓	✓	✓	4	0	2	
Little doubts about the role of personal connections in sponsorships						✓			2	0	0		
Little Doubts about the role of PR in CSR						✓			3	0	0		
Owners and management-a CSR primary authentication factor								✓	0	0	6		
The reputability of the owning family-a bank’s success factor	✓			✓		✓		✓	10	1	0		
Bank’s CSR-related publicity to encourage the practice						✓			1	1	0	✓	

\*: The “\*” symbol refers to data that was generated by an interview protocol question, while the “#” symbol refers to data that was generated by a non-protocol question, and the “+” symbol refers to data that was not solicited by the interviewer.

### Appendix 4.83: Additional interview quotes on the “Pertinency” concept- Bank 3:

*“Our heritage is always an introduction to any discussion we have with regard to any certain thing. This introduction is usually about the continuity of a Jordanian institution that began before more than fifty years from now. And how it has been able to grow from a small sized local bank to major sized bank that has a regional presence. You have never been an employee of the bank so you can’t understand the pride you would feel if you were working for the bank...Hence I think that anyone’s, any institution’s*

*heritage is composed of all the positive things all the positive features that you have and which you have been able to maintain throughout time.” B3F*

*“So, heritage is something that you can get benefits from, and you can't decide not to invest in it. But simultaneously, while doing so, you also need to evolve to the changes. And this is why we adopted the “\* \* \* \*” as a corporate motto. However, you should not let that evolvement process make you forget and ignore your past and your heritage. Rather, you should keep carrying that heritage with you while you evolve in the light of the changes. So, we have never been away from either our heritage or the accelerating technological developments.” Executive manager-Bank 3*

*“We consider the fact, that we are more than fifty years old, as an advantage for our bank. And you will see this very clearly if you look at our marketing slogans that we have been using, and especially the one we launched recently on the occasion of our \*\* anniversary. So, yes, we have been using our heritage quite often.” B3E*

*“Our history and heritage, which is very well-known in Jordan, have been very helpful in expanding our base of loyal customers. Our heritage has been a factor in achieving this in addition to other factors such as our good customer service, and our satisfying and pleasing products and services.” B3A*

#### **Appendix 4.84: Annual reports and website quotes on quotes on the “Pertinency” concept- Bank 3:**

*“On the occasion of the bank's fortieth establishment anniversary, I feel very obligated to thank the customers and the shareholders of the bank for their trust and support for the bank throughout all the bank's past years. I also thank the bank's management for following the principle of safe financing and for successfully implementing the modern technique, and for preserving the inveterate traditions that this institution has always been known by...this institution has performed its role in serving the local community and has also performed a significant share of its national duty throughout forty years and will continue to do so.” The annual report of 1994*

*“The fact that it has been \*\* years since the establishment of \* \* Bank and the marked successes it has attained throughout the years represents a source of pride and integrity to all of us towards this national and deeply rooted establishment. It further represents an additional motive to uphold and to build on the commendable*

*achievements that have accompanied \* \* Bank since its inception. Towards that end, we are confident that our rather ambitious vision marking \*\*\*'s \*\*th anniversary will be the forefront of a new era that we hope will live up to the bank's reputation and status and reinforce its leading role among the Jordanian family. Therefore, we are keen to gear our full capacities and efforts towards broadening our achievements spearheaded by creativity, innovation and excellence in everything we offer. All the while, integrating the highest corporate governance standards to pursue new and promising horizons whereby we revitalize our energies to elevate the banking sector and further bolster our presence both locally as well as regionally." The annual report of 2015.*

*"I would like to begin by remembering the late founder of Jordan National Bank and its group of subsidiaries and affiliates, our beloved Mr. \* \*. Mr. \* passed away in December 2002, soon after he celebrated his latest achievement, the completion and grand opening of the Dead Sea Marriott Hotel & Spa, widely considered as one of the most prominent and impressive luxury resorts in the region. Our visionary founder established himself as one of the primary pillars of the Jordanian economy and business community, and was considered an ideal and distinguished example in his moral leadership, his entrepreneurial spirit, and his drive and ability to build countless success stories. Our late founder was also known for his genuine humility, generosity, tolerant nature, and unfaltering dedication for the well-being of family, citizens, and country. May \*'s soul rest in peace...As one of the oldest Jordanian banks, and as the first bank to be established in the Kingdom, \*\*\* has held onto its firmly-established traditions and genuine values, values that have withstood more than four decades of world history and that have firmly prevailed against the face of all crises and adversities. These founding principles will continue to make important achievements possible, and will assist the Bank in becoming one of the pioneering institutions in the region, as it embodies its new motto "A Bank You Trust." The annual report of 2002*

"Commenting on his new position, Al-\* said, "I would like to thank the members of the board, the executive management, and bank staff for their full confidence in me, and congratulate H.E. Dr. \* \* \* on his new position. I look forward to working hand in hand with everyone in my new position. In order to build on the success of our bank, which is considered the first national bank founded in Transjordan, and the sixth public shareholding company in the Kingdom, we must focus our leadership on further progress and growth, with ambitious visions and efficient strategies that operate in



accordance with our position as the preferred financial institution for Jordanians in various regions of the Kingdom, becoming more than just a legacy of a bank rooted deep in history.” the bank’s website

**Appendix 4.85: Triangulating the “Pertinency” selective label finding- Bank 3:**

The selective code label: Pertinency													
Axial codes labels	Interviews								Type of data formulating the code*			The Secondary collection methods	
	B3A	B3B	B3C	B3D	B3E	B3F	B3G	B3H				Annual reports	Website content
									*	+	#		
Recognition of heritage importance by management		✓	✓	✓		✓		✓	5	1	2	✓	✓
The bank’s heritage-a strategic marketing asset	✓	✓		✓	✓	✓	✓		8	0	2	✓	✓

\*: The “\*” symbol refers to data that was generated by an interview protocol question, while the “#” symbol refers to data that was generated by a non-protocol question, and the “+” symbol refers to data that was not solicited by the interviewer.

**Appendix 4.86: Brief discussion of the corporate business heritage identity findings in the light of the available corporate heritage literature**

Somewhat similar to what Burghausen and Balmer (2014a) reported in their seminal Shepherd Neame case study, corporate heritage is seen to constitute a fundamental aspect of the managerial cognition of corporate identity in the banking institutions studied in this thesis. The analyses revealed the existence of four consistent (i.e. across at least two of the cases) corporate heritage identity traits which are of business nature and importance, namely 'perspicacity', 'populism', 'serviceability' and 'adaptability'. These traits together constitute the banks’ corporate business heritage identity. Importantly, three of these traits ('perspicacity', 'populism' and 'adaptability') fit well with Balmer's (2011b; 2013) conceptualisation of the institutional trait constancy of

corporate heritage institutions. In this conceptualisation, Balmer (2013) suggests 11 corporate areas/aspects in which the corporate heritage identity traits can be found to exist. Table A1 below shows how the traits identified in this research are consistent with four of Balmer's 11 suggested areas/aspects. In addition to this, the longevity of these traits conforms quite well to Balmer's (2013) tri-generational criterion, which he quantified as a minimum of 50 years. Interestingly, some aspects of these traits can be traced back to the banks' very early days, showing that they have endured for 50 - 62 years now.

The 'serviceability' trait, although it does not fit with any of Balmer's 11 areas/aspects, conforms largely, same as the other traits, to his fifth criterion for corporate heritage, namely ceaseless multigenerational stakeholder utility. In this regard, as the analyses have shown (see sections 4.5.2.3, 4.7.2.2 and 4.8.3.3), and according to their managers, the banks (i.e. especially bank 2 and 3) seem to have provided ceaseless business-related utility to three groups of stakeholders: customers, employees and shareholders. This serviceability, moreover, has been a significant factor behind the hereditary nature of these stakeholder groups' relationships with the banks. These hereditary relationships can be seen more clearly in relation to customers in terms of their tri-generational (and bi-generational; see Urde et al, 2007) loyalty, and in relation to shareholders in terms of their tri-generational (and bi-generational) ownership.

**Table A1: The consistency of the banks' corporate heritage business identity traits (CHBITs) with four of Balmer's (2013) 11 areas/aspects in which the corporate heritage identity traits (CHITs) may be found to exist; adapted from Balmer (2013)**

<b>Areas/aspects in which CHITs may be found</b>	<b>Explanation</b>	<b>Related CHBITs of the banks</b>	<b>Explanation</b>
organisational rationales, cultures and ethos	enduring rationale(s) of existence, or enduring culture and/or ethos	'perspicacity'	the conservatism, professionalism and selectivity which have long characterised the banks' perspicacious thinking can be considered an organisational ethos or elements of an organisational culture
product and service focus	core competencies concerning what an organisation makes or provides		this perspicacity has led the bank 1 and 3 to focus mainly on specific product/services and market sectors and to develop relevant core competencies
manufacturing processes and delivery services	enduring processes which underpin the making/provision of products/services	'adaptability'	continuous pioneering adaptation to developments in banking and financial technology
group and class associations	enduring associations with particular groups or classes of people	'populism'	extensive focus on serving the commonalty groups/classes of the Jordanian community

Deductively, therefore, the researcher argues that this aspect of the findings of the thesis confirms Balmer's (2013) conceptualisation and Balmer and Chen's (2015) empirical findings for the institutional trait constancy and the external/internal tri-generational hereditary and ceaseless multigenerational stakeholder utility criteria of corporate heritage institutions. However, this aspect of the findings shows somewhat less conformity with the rest of Balmer's (2013) criteria, namely, omni-temporality, augmented role identities, and - intuitively - unremitting management tenacity. With regard to the omni-temporality criterion, the four traits conflict somewhat with Balmer's (2011b; 2013) conceptualisation in this regard, and particularly with his notion of relative invariance. The findings show that the traits appear to have been constantly invariant in their essence and continuously relevant in their meanings. This continuous

relevance of the traits' meanings, however, in contrast to Balmer's conceptualisation, has not been a persistent result of the continuous relative change (i.e. relative invariance) in the meanings which are reflected across time by the traits' invariant essences. Importantly, this is something which suggests a variant of the notion of relative invariance which is more appropriate to the nature of the nascent corporate heritage identity traits (i.e. the emerging corporate heritage institutions), and that is the notion of *relevant invariance*. Deductively, this applies to the corporate heritage identity traits whose essence has reflected invariant (i.e. unchanging) but still continuously relevant meanings to stakeholders across time. Therefore these corporate business heritage identity traits cannot be described as existential anchors within their social contexts or for any of the banks' stakeholder groups. Table A2 below elaborates further on the relevant invariance of the banks' business heritage identity traits. It is clear that these discrepancies can be attributed to the nascent nature (in terms of their relatively limited longevity) of the research contexts and the equally nascent managerial cognition of these traits.

It is also interesting that the 'adaptability' trait identified in the research is largely in line with the corporate heritage literature which has put great emphasis on continuity and change as fundamental elements of the corporate heritage phenomenon (e.g. Balmer et al., 2006; Urde et al., 2007; Hakala et al., 2011; Balmer, 2011b). In fact it may be argued that the adaptability concept combines these elements, as when an institution adapts, it certainly changes in order to be better able to achieve continuity and thus survive. In contrast to this thesis, which found 'adaptability' to be a significant aspect of the banks' managerial corporate heritage cognition and hence to constitute a standalone corporate heritage identity trait, previous research has reported only continuity and change as dimensions of the corporate heritage cognition, stewardship and activation processes (e.g. Urde et al., 2007; Balmer, 2011b; 2013; Burghausen and Balmer, 2015; Santos et al., 2015). This new finding can be explained by the fact that the thesis focuses on the banking industry, which in addition to its considerable reliance on ever-changing technology, essentially provides a necessary service for modern life, which can be affected by all sorts of environmental changes, which are often rapid and far-reaching. In the light of these industrial conditions, it is consequently quite natural that adaptability is emphasised and nurtured as an institutional trait which is critical for the survival and success of a banking institution. This finding also conflicts with the

conceptualisation of Pecot and De Barnier (2017) of the role of the prevailing attitude toward time in markets and product categories. This conceptualisation postulates that the more an industry or a product category is technology-based, the less important corporate heritage will be, while the findings of this research show that in such industries or product categories innovativeness and the ability to keep up with technological developments and changes can constitute a significant standalone corporate heritage identity trait.

**Table A2: An elaboration of the relevant invariance of the banks' corporate business heritage identity traits**

<b>Business heritage identity trait</b>	<b>Invariant essence of the trait</b>	<b>Relevant but invariant reflected meanings of the trait</b>	<b>Explanation of the relevant invariant meaning of the essence of the trait</b>
'perspicacity'	prudent strategic thinking	Safety and loyalty	the banks' invariant traits of prudent strategic thinking and planning constantly reflect the meaning that the banks are 'safe and solid'
'populism'	extensive focus on serving the commonalty	banks that serve the commonalty	the banks' invariant trait of 'populism' constantly reflects the 'the ordinary people's bank' meaning
'serviceability'	continuously successful customer service	satisfying customer service, employment, and profitability for customers, employees, and shareholders respectively.	the banks' invariant trait of 'serviceability' constantly reflects the 'satisfaction' meaning to the concerned stakeholders
'adaptability'	successful adaptation to new trends and changes related to banking	constant evolution	the banks' invariant trait of 'adaptability' constantly reflects the 'pioneering adaptation' meaning to stakeholders

Moreover, of the four traits of the banks' corporate business heritage identity, only 'populism' seems to be a trait of an explicit augmented role identity (see sections 4.3.2.3, 4.5.2.2 and 4.8.3.2 for further discussion of the 'populism' trait). This trait seems to be largely infused with a non-institutional identity which relates to the social identity of specific classes of the Jordanian community, i.e. low-to-middle class people, or the commonalty. These social classes are collectively characterised by relatively homogeneous socioeconomic conditions (i.e. low to moderate levels of income) which dictates that their needs and wants of banking products and services are similar. Additionally, but implicitly, the 'perspicacity' trait can be argued to be an institutional trait which is noticeably infused with two non-institutional identity traits: the national economic identity of Jordan (see Crane (1994), who describes national economic identity as a multidimensional and historically contingent concept), and the territorial identity of Jordan. As well as the fact that Jordan is a developing, third-world country, the Kingdom's economic identity is profoundly affected by its territorial identity as a small country located in the heart of the most turbulent region in the world, namely the Middle East. It thus seems that these non-institutional identities and characteristics (i.e. socio-spatial identities of Jordan) have significantly informed the micro-institutional attributes (i.e. the secondary traits) of conservatism, professionalism and selectivity which in turn have informed the 'perspicacity' trait of the banks.

While Balmer (2013, p. 308) conceptualised a critical role for context in determining the time at which an institution's key identity trait can be found to meet the criteria, the discussion in this subsection argues that the critical role of context goes beyond that to encompass the overall formation of an institution's corporate heritage identity. This comprehensive nature of the role of context can be seen clearly in the non-institutional identities (as in Figures 9 and 10) which have informed the banks' corporate heritage business identity either directly or indirectly via some mediating micro-institutional attributes. Table A3 below shows these non-institutional identities in relation to the corporate business heritage identity traits which they inform. These findings are in fact in line with those of Burghausen and Balmer (2014a, pp. 2,319 - 2,320; 2015, pp. 37 - 38), who reported a strong interdependence between context-related identities (i.e. place/regional/territorial identities) on the one hand and corporate heritage identities and the managerial cognition and stewardship of corporate heritage on the other.

**Table A3: The banks' corporate business heritage identity traits in relation to the non-institutional identities which directly or indirectly inform them**

<b>non-institutional identities</b>	<b>Mediating micro-institutional attributes</b>	<b>Corporate business heritage identity traits which are informed</b>
<ul style="list-style-type: none"> <li>• financial technology</li> <li>• market trends</li> </ul> (these stem largely from the identity of the banking sector)	–	'adaptability'
<ul style="list-style-type: none"> <li>• the national economic identity of Jordan</li> <li>• the territorial identity of Jordan</li> </ul>	- conservatism - selectivity - professionalism	'perspicacity'
<ul style="list-style-type: none"> <li>• the social identity of low - middle class Jordanians</li> </ul>	Extensive focus on the commonalty	'populism'