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# Understanding Bank Customers' Awareness of Green Banking and their Perceptions of Value Orientation: A Case Study of Standard Chartered Bank Zambia

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**ABSTRACT**

In the Zambian market, green banking is a relatively new concept, and Standard Chartered Bank Zambia has taken the initiative to embrace sustainable banking practices. While the concern for green banking practices is increasing around the globe, green banking is not only limited in terms of practice but also in terms of awareness, as various studies suggest that customers are less aware about the green banking concept adopted by banks. This highlights the need for a two-way effort involving banks and customers to effectively implement sustainable/green banking. In this context, the study aims to assess the level of customer awareness regarding green banking and their perceptions of Standard Chartered Bank Zambia's value orientation. The study adopts a case study research design, focusing on Standard Chartered Bank as the only bank that has committed to integrating sustainability into its banking business. Data collection involved mixed methods, including a survey questionnaire targeting bank customers and a document review to triangulate customer perceptions of the bank's value orientation. Due to privacy constraints, the study employed purposive and convenience sampling techniques for selecting participants from the bank's customer population. The study findings reveal a low level of awareness among surveyed customers, indicating the need for the bank to increase awareness through enhanced communication efforts. Despite the surveyed bank customers perceiving the bank as prioritising profits over stakeholders' needs, the study concludes that the bank follows a stakeholder-oriented approach, as evidenced by its commitment to employee welfare, social initiatives, and environmental protection. The limited awareness of green banking practices among customers may contribute to their negative perceptions, presenting an opportunity for the bank to address these concerns by improving awareness.

Nel mercato zambiano, il green banking è un concetto relativamente nuovo e lo Standard Chartered Bank Zambia ha preso l'iniziativa di adottare pratiche bancarie sostenibili. Mentre la preoccupazione per le pratiche bancarie verdi è in aumento in tutto il mondo, il green banking non è limitato solo in termini di pratica ma anche in termini di consapevolezza, poiché vari studi suggeriscono che sono meno consapevoli del concetto di green banking adottato dalle banche. Ciò evidenzia la necessità di uno sforzo bidirezionale che coinvolga banche e clienti per implementare efficacemente un sistema bancario sostenibile/verde. In questo contesto, lo studio mira a valutare il livello

di consapevolezza dei clienti in merito al green banking e le loro percezioni dell'orientamento al valore di Standard Chartered Bank Zambia. Lo studio adotta il metodo di ricerca dei casi di studio, concentrandosi su Standard Chartered Bank come l'unica banca che si è impegnata a integrare la sostenibilità nella propria attività bancaria. La raccolta dei dati ha comportato metodi misti, tra cui un questionario di indagine rivolto ai clienti della banca e una revisione dei documenti per triangolare le percezioni dei clienti sull'orientamento al valore della banca. A causa dei vincoli di privacy, lo studio ha utilizzato tecniche di campionamento mirate e di convenienza per selezionare i partecipanti dalla popolazione di clienti della banca. I risultati dello studio rivelano un basso livello di consapevolezza tra i clienti intervistati, indicando la necessità per la banca di aumentare la consapevolezza attraverso maggiori sforzi di comunicazione. Nonostante i clienti delle banche intervistate percepiscano che la banca dà priorità ai profitti rispetto alle esigenze degli stakeholder, lo studio conclude che la banca segue un approccio orientato agli stakeholder, come dimostra il suo impegno per il benessere dei dipendenti, le iniziative sociali e la protezione dell'ambiente. La scarsa consapevolezza delle pratiche bancarie ecologiche tra i clienti può contribuire alle loro percezioni negative, offrendo alla banca l'opportunità di affrontare queste preoccupazioni migliorando la consapevolezza.

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**Keywords:** Awareness, Green Banking, Sustainable Banking, Sustainability, Value Orientation, Stakeholder theory

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## 1 – Introduction

### 1.1 – Background

Green banking is the practice of integrating sustainability into the banking business to ensure that the business operations of a bank have no adverse impact on the environment while taking into account all social and environmental aspects (Mir & Bhat, 2022).

The green agenda requires a comprehensive approach to the involvement of stakeholders including financial institutions like banks, which implies shifting from the traditional way of doing business to sustainable banking. In the Zambian market, green banking is a relatively new concept, and Standard Chartered Bank Zambia has taken the initiative to embrace sustainable banking practices. However, existing literature suggests that while the concern for green banking practices is increasing around the globe, green banking is not only limited in terms of practice but also in terms of awareness, as various studies suggest that are less aware about the green banking concept adopted by banks. This highlights the need for a two-way effort involving banks and customers to effectively implement sustainable/green banking. In this context, the study aims to assess the level of customer awareness regarding green banking and their perceptions of Standard Chartered Bank Zambia's value orientation. This study focuses on Standard Chartered Bank Zambia given that it has embarked on an audacious path of transforming its banking business into green banking by integrating sustainable/green banking practices.

## 2 – Literature Review

Sustainability, as defined by the World Commission on Environment and Development (WCED), (1987, as cited by Bansal & Desjardine, 2014) and Mondini (2019), refers to meeting the present needs without compromising the ability of future generations to meet their own needs. This concept extends to the business world, sustainability refers to doing business without negatively impacting the environment, community, or society as a whole (Spiliakos, 2018). Therefore, from the business or corporate context, sustainability is defined as the ability of a

corporate entity to meet its financial obligations without compromising its (or others') ability to meet their future needs (ibid). Lüdeke-Freund, Freudenreich, Schaltegger, Saviuc, and Stock, (2017) suggest that corporate sustainability is "when a corporate entity takes into account the risk of negative, business impacts on the natural environment and society, as well as the challenge of surviving as an organisation in partly radically changing ecological, social, and economic contexts". Based on the above definitions, sustainability in business addresses two things, a) the effect business has on the environment, and b) the effect business has on society.

Within the context of the description of sustainability given above, several other authors define green banking as a new dimension of banking, basically, a normal bank that considers all the social and environmental/ecological factors with an aim to protect the environment and conserve natural resources (Trehan, 2015; Julia & Kassim, 2020; Khatun, Sarker, & Mitra, 2021; Prathima & Hebbar, 2017; Mir & Bhat, 2022), making sustainable banking and green banking one and the same thing, given both concepts carry environmental and social dimensions.

Literature suggests that the green agenda requires a comprehensive approach to the involvement of stakeholders including financial institutions like banks (Fankhauser *et al.*, 2022). The involvement of banks in the implementation of the green agenda implies shifting from the traditional way of doing business to sustainable banking. By adopting green banking practices, banks can reduce their carbon footprints. Al Mulla and Nobanee (2020) suggest that to ensure the banking industry does not contribute negatively to the environment, there is a need for banks to adopt green banking practices as this will aid in solving environmental and social issues.

The Paris Agreement on climate change acknowledges the role of the banks in attaining net zero by requiring financial institutions to make all financial flows consistent with a pathway towards low-emissions, climate-resilient development (United Nations, 2015). In the Zambian market, green banking is a relatively new concept, and Standard Chartered Bank Zambia has taken the initiative to embrace sustainable banking practices. An analysis of its website suggests that, in its quest to achieve net zero emissions and the UN Sustainable Development Goals, Standard Chartered Bank has committed to sustainable social and economic development across its business, operations, and communities (Standard Chartered Bank, n.d) an indication that the Bank has embarked on a transformation path to becoming a green or sustainable bank through the adoption green/sustainable banking practices.

Literature indicates a lack of awareness among customers about green banking concepts and initiatives. While the concern for green banking practices is increasing around the globe, green banking is not only limited in practice but also in terms of awareness as various studies suggest that customers are less aware about the green banking concept adopted by banks (Ozili, 2022; Rai, Kharel, Devkota & Paudel, 2019). This suggests that the implementation of sustainable/green banking is a two-way undertaking that requires the full involvement of not only banks but customers as well. A study conducted in India suggests a low appreciation for a green banking initiative, amplifying the need for banks to take measures to educate and sensitize their customers about the advantages of green banking (Pillai & Raj, 2019). A study conducted in Pakistan on customer awareness on green banking practices suggests high acceptance of green banking among customers with education playing a significant role in green banking awareness among study participants (Ellahi, Jillani, & Zahid, 2021).). In this respect, both studies by Pillai and Raji (2019) and Ellahi, Jillani, and Zahid (2021) conclude that successful implementation of green banking will happen only when the customers of banks understand the real purpose and benefits of green banking at a broader perspective. The

reference to a customer as a cornerstone of a business (Menon, Homburg, & Beutin, 2005) demonstrates the critical role a customer plays in the success of any business or business concept.

In this light, customers are a critical stakeholder which Standard Chartered Bank is expected to take on board if the green banking commitments are to be realised. The sustainable/green banking concept is new in Zambia, hence the relevance of ascertaining customers' awareness of green banking.

This study focuses on Standard Chartered Bank Zambia given that it has embarked on an audacious path of transforming its banking business into green banking by integrating sustainable/green banking practices. Against this background, this study seeks to understand the levels of awareness of bank customers on green banking and their perceptions of Standard Chartered Bank Zambia's value orientation.

### **3 – Research Design and Methodology**

This study adopted a case study design. Within the context of research, the term case implies a phenomenon, a single entity, or unit (Eageton, 2010), which can be in the form of a particular event, situation, social unit, person, place, thing, an organisation or corporate entity (Schoch, 2016; Tight, 2017). Therefore, as the name suggests this study focused on a single unit, which in this case is Standard Chartered Bank Zambia. Gerring (2004) and Stake (2011) describe a case study as an intensive study of a single case or unit, which involves an iterative process of collecting, analysing, and reporting evidence. This study focuses on Standard Chartered Bank as the only bank that has committed to integrating sustainability into its banking business. The rationale of employing a single case study is predicated on the need for an in-depth analysis of the single unit taking into account that context is central to the interpretation and analysis of the case study evidence. While the case study is criticised for lack of generalisability and non-replicability of research outcomes (Idowu, 2016), Schoch (2016) affirms that a case study provides an opportunity to get an in-depth look at an organisation or individual and the inner workings and interactions of that organisation or individual.

Literature confirms a widespread use of case studies in organisational studies and across the social sciences, an indication of an increase in both its use and confidence in it as a rigorous research design in its own right (Kohlbacher, 2006). This design has been used successfully by Dutta (2014).

Literature suggests various types of case studies namely exploratory, descriptive, and explanatory case studies (Zainal, 2007). Descriptive research is more concerned with describing a phenomenon and its characteristics (Nassaji, 2015). This study adopted a descriptive case study approach to understand the levels of awareness of bank customers on green banking and their perceptions of Standard Chartered Bank Zambia's value orientation.

#### **3.1 – Study Site**

This study was conducted in Lusaka, Zambia, specifically, at the Head office of Standard Chartered Bank Zambia. The Bank has in the recent past centralised its banking operations, with the bulk of its banking activities now being conducted at the new Head Office in Lusaka. This followed the closure of branches across the country. Given the centralisation of banking operations embarked upon by Standard Cratered Bank Zambia the Study was conducted at the Lusaka Head Office Branch.

## **3.2 – Study Population**

The study population comprised customers of Standard Chartered Bank Zambia.

## **3.3 – Sample size determination and Sampling**

### **3.3.1 – Sampling techniques**

Due to privacy limitations, the sampling framework for the bank customers population was not readily available. Thus, this study employed purposive and convenience sampling techniques. Convenience sampling involves selecting participants who are easily accessible to the researcher and willing to participate, while purposive sampling aligns with a purpose that is relevant to the study (Andrade, 2021). Consequently, in the case of this study, bank customers were conveniently accessible at the Standard Chartered Bank Lusaka main branch as they went to conduct/access banking services and were willing to participate in the study until the sample size was attained. Considering the non-availability of the sampling frame due to data privacy and restrictions associated with customer banking information and the nature of convenient sampling, the researcher administered the survey questionnaire to the bank customers on-site using a handheld device. The Standard Chartered Bank Zambia customers were purposively targeted in this study to understand their levels of awareness on green banking and perceptions of Standard Chartered Bank Zambia's value orientation. While there are arguments that in studies that are based on convenience and purposive samples generalisation is only possible to the population from which the sample was drawn, the two proposed sampling techniques are suited for this study on the premise that a case study is not meant to generalise and replicate research outcomes (Idowu, 2016), Schoch (2016) but to provide an opportunity to get an in-depth look at an organisation or individual and the inner workings and interactions of that organisation or individual.

Although random sampling would be the ideal approach, it is not always feasible to employ it in certain situations, such as when dealing with the bank customer population. This is due to limitations and restrictions associated with customer banking information, specifically Personal Identifiable Information like names, addresses, identity numbers, telephone numbers, and email addresses. The non-availability of the sampling frame of the bank customer population made random sampling impractical for this study.

Given that the day and time when an individual bank customer chooses to visit a bank to seek banking services are not influenced or determined by when another bank customer wishes to seek banking services, it is coincidental that bank customers who are aware or unaware of the green banking initiatives by Standard Chartered Bank visit the bank on a particular day and time. Therefore, the researcher used time variation to mitigate potential bias resulting from sampling only customers who are aware or unaware of the green banking initiatives by Standard Chartered Bank, by spreading the sampling exercise over a period of time.

### **3.3.2 – Sample size**

Due to privacy limitations, the sampling framework for the bank customer population was not readily available. In the absence of the sampling framework for the bank customer population, the researcher used 20,000 as a basis for calculating the sample size for bank customers. This is based on the recommendation that in the event that the population is not known, 20,000 can be

to calculate the sample considering that that the sample size doesn't change much for populations larger than 20,000 (Raosoft, n.d.).

This was achieved by inserting the population size of Standard Chartered Bank Zambia customers in the web-based Raosoft sample size calculator. In this respect, a sample size of 377 bank customers was determined for Standard Chartered Bank Zambia customers, using a recommended population size of 20,000 when the actual population is unknown. The researcher managed to administer the survey questionnaire to 401 bank customers.

### **3.4 – Inclusion exclusion criteria**

This study included Standard Chartered Bank Zambia customers. People that do not belong to the category of a Standard Chartered Bank Zambia customer were excluded from this study.

### **3.5 – Data Collection**

Due to limitations and restrictions associated with customer banking information, in particular, Personal Identifiable Information which names, address, identity number or other identifying number or code, telephone number, email address, among others, the researcher administered a survey questionnaire in person with willing customers using a handheld device. In addition to administering a survey questionnaire to bank customers, the researcher undertook document review to triangulate the perceptions of the bank customers Standard Chartered Bank Zambia's value orientation. Some of the advantages of the document review data collection method relevant to this study are the lack of obtrusiveness and reactivity, stability, and exactness (Bowen, 2009).

### **3.6 – Data Analysis**

The researcher used the Statistical Package for the Social Sciences (SPSS) software to analyse the quantitative data collected through the administration of survey questionnaires. In this respect, quantitative data obtained from the bank customer and bank employee surveys was analysed using descriptive statistics such as percentages and frequencies. To do this, the researcher coded survey data to answer respective research questions/specific objectives. For instance, the binary responses (a) Yes b) No) to the question "Are you aware of any initiatives by Standard Chartered Bank Zambia that are aimed at benefiting the people and communities in which the Bank operates?" were coded 1 and 2 for Yes and No respectively. Descriptive statistics in the form of percentages helped to determine the percentage of those surveyed who are aware of initiatives by Standard Chartered Bank Zambia aimed at benefiting the people and communities in which the Bank operates. To analyse qualitative data collected through document review, the study utilised document and content analysis, which is a systematic procedure for reviewing or evaluating both printed and electronic material (Bowen, 2009). These attributes address the validity and reliability concerns of a qualitative aspect of a case study that are discussed in detail in section 3.8.

### **3.7 – Ethics Considerations**

Hasan, Rana, Chowdhury, Dola, and Rony, (2021) suggest it is the responsibility of a researcher to ensure participants have the power of freedom of choice to participate in a study and protect their identity throughout the study. Similarly, Arifin (2018) suggests that the protection of

human subjects through the application of appropriate ethical principles is important in all research studies. In this respect, the researcher ensured that ethical requirements were adhered to during the collection of data. This was achieved by ensuring that participants in the interviews and surveys were made aware of the objective of the study and assured that the data collected would be used for the purpose of the study and that personal identities and information such as names would be kept confidential. In conformity with the ethical principle of people participating in the research activity of their own volition, informed consent was obtained from all research participants before they participated in the study. Further, the researcher ensured the confidentiality and privacy of participants. In line with the personally identifiable information protocol strictly followed by not only Standard Chartered Bank Zambia no personally identifiable information such as (and the combination thereof) names, addresses, identity numbers or other identifying numbers or codes, telephone numbers, email addresses, among others, were collected during this study. To ensure participants' confidentiality and anonymity, the researcher designed research instruments in a way that they are anonymous so that information provided by participants was not linked, exposed, or traced to a particular individual, so as the study results. Considering that interviews for bank customers were conducted in person on-site, to ensure the privacy of the bank customers from the rest of the people in the banking hall, the Bank assigned the researcher a room in which survey questionnaires for the bank customers were administered.

### ***3.8 – Validity and Reliability***

The structured survey questionnaire provided a standard set of questions to all targeted respondents. Additionally, the use of survey questionnaires and document review served as a triangulation technique which is critical to enhancing the validity of the research outcomes.

As reliability suggests consistency and dependability of the data and the research outcomes, the use of different data sources and data collection methods alluded to above are critical in ensuring that the data and research outcomes are reliable. This is confirmed by Zohrabi (2013) who suggests that using different types of procedures for collecting data and obtaining that information through different sources can enhance the validity and reliability of the data and their interpretation.

## **4 – Study Findings**

### ***4.1 – Demographic Profile of Study Participants***

This section presents the demographic profiles of the bank customers surveyed. Table 1 presents the demographic profile of the bank customers respondents. The table provides information on various characteristics including gender, age, education level, and customer tenure with Standard Chartered Bank. In terms of gender, the majority of the respondents were male, accounting for 60.1% of the total, while females made up 39.9%.

The age distribution of the respondents to the bank customer survey is as follows: 7.5% were between 18 and 24 years old, 27.9% were aged 25 to 34, 29.2% fell within the 35 to 44 age range, 22.4% were between 45 and 54, 11.0% were aged 55 to 64, and only 2.0% were 65 years or older.

Regarding education, a small percentage of respondents (0.7%) had completed only primary education, while 15.0% had secondary education. The majority of bank customers (84.3%) had tertiary education.

The table also provides information on the customer tenure with Standard Chartered Bank. Among the respondents, 12.7% had been customers for less than a year, another 12.0% had a tenure of 1 to 2 years, 12.7% had been customers for 3 to 4 years, and the majority (62.6%) had been customers for 5 years or more.

**Table 1 – Respondents' profile: Bank Customers**

Characteristics	Category	Frequency	%
Gender	Female	160	39.9
	Male	241	60.1
<b>Total</b>		<b>401</b>	<b>100</b>
Age (in years)	18 – 24	30	7.5
	25 – 34	112	27.9
	35 – 44	117	29.2
	45 – 54	90	22.4
	55 – 64	44	11.0
	≥ 65	8	2.0
Education	Primary	3	0.7
	Secondary	60	15.0
	Tertiary	338	84.3
Customer Tenure (Number of years a customer been Standard Chartered Bank)	< 1	51	12.7
	1 – 2	48	12.0
	3 – 4	51	12.7
	≥ 5	251	62.6

#### ***4.2 – Level of awareness among Standard Chartered Zambia customers regarding the bank's adoption of green banking practices***

Out of the 401 bank customers surveyed, 372 individuals, accounting for 92.8% of the respondents, expressed their lack of awareness regarding the concept of green banking. This lack of awareness was evident in all customers with education below the tertiary level, as well as in over 90% of those with tertiary education. Although one might expect that customers' educational level and period of time a customer has banking with the bank would influence their awareness of green banking, the analysis of the data using a Chi-square test of independence suggested otherwise. The results of the test, conducted at a significance level of 0.05, showed a p-value of 0.054, suggesting a statistically insignificant association between education level and knowledge of green banking among bank customers. Similarly, the test

conducted for the duration of time customers had been banking with the bank, also at a significance level of 0.05, yielded a p-value of 0.110, indicating a statistically insignificant association between the duration of banking relationship and knowledge of green banking among customers.

Among the 29 bank customers who acknowledged their familiarity with the green banking concept, various sources were identified as contributing to their awareness. Among these respondents, 20 individuals credited Standard Chartered Bank Zambia's sensitisation efforts as the main source of their awareness. Additionally, 7 of these 20 respondents acknowledged that their awareness also stemmed from other sources, such as personal research or information from others. The remaining 9 out of the 29 customers mentioned their own research, other sources, or a combination of both as the origin of their knowledge regarding green banking.

252 respondents representing 62.8% cited online/digital banking, mobile banking, ATM deposits/withdraws, ATM cardless transactions and e-statements as banking services provided by Standard Chartered Bank Zambia. While the rest cited the combination of the aforementioned banking services.

Further, 22 out of the 29 bank customers who acknowledged their familiarity with the green banking concept indicated that online/digital banking, mobile banking, ATM deposits/withdraws, ATM cardless transactions and e-statements as banking services offered by Standard Chartered Bank Zambia that are associated with green banking. While the rest cited the combination of the aforementioned banking services as banking services offered by Standard Chartered Bank Zambia that are associated with green banking.

While the majority of bank customers surveyed, accounting for 92.8%, expressed their lack of awareness regarding the concept of green banking, the majority representing 94.7% were in agreement with the statement that bank has a responsibility to the environment.

Moreover, the awareness levels among the surveyed bank customers regarding environmental initiatives and initiatives benefiting people/community were found to be 52.9% and 44.6% respectively. Overall, the study findings suggest very low awareness levels of the green banking concept among the bank customers surveyed.

### ***4.3 – The perceptions of Bank Customers on the value orientation of Standard Chartered Bank Zambia***

Based on the perceptions gathered from bank customers, the study results indicate that the proportions of customers that perceive that Standard Chartered Bank Zambia strikes a balance between profits and the various aspects outlined in Table 2 were all below 50%. Those that were in agreement with the statement that bank strikes a balance between profits and the needs of customers were higher at 45.6%.

Regarding the bank's consideration for the needs of the people and community it operates in, 30.7% of customers agreed that Standard Chartered Bank Zambia strikes a balance between profits and these needs.

In terms of the bank's approach to balancing profits and the environment, 43.1% of surveyed customers agreed that Standard Chartered Bank Zambia strikes such a balance. Conversely, 15.7% were neutral, 22.9% disagreed, and 18.2% did not know.

Finally, when considering profits in conjunction with the needs of the people, community, and the environment, 38.9% of bank customers agreed that Standard Chartered Bank Zambia

achieves this balance. Meanwhile, 29.2% remained neutral, 23.7% disagreed, and 8.2% did not know.

In general, the collective average score for the four statements evaluating the value placement of Standard Chartered Bank Zambia is 2.74. This score reflects a negative perception among the bank's customers. On the Likert scale, this rating falls between "disagree" and "neutral", indicating that the bank is less inclined to meeting the needs of stakeholders, which include customers, employees, communities, and the environment.

**Table 2 – The Perceptions of Bank Customers on Where Standard Chartered Bank Zambia Places Its Value Within the Context of The Shareholder and Stakeholder Theories (Note. The Analysis Based on the Bank Customers Survey)**

Statements	Agree + Strongly Agree	Neutral	Disagree + Strongly Disagree	Do not Know	Total
The bank strikes a balance between profits and the needs of customers.	45.6%	20.4%	32.9%	1%	100%
The bank strikes a balance between profits and the needs of the people and community they operate.	30.7%	21.2%	31.2%	17.2	100%
The bank strikes a balance between profits and the environment.	43.1%	15.7%	22.9%	18.2%	100%
The bank strikes a balance between profits and the people, community and the environment.	38.9%	29.2%	23.7%	8.2%	100%

#### ***4.4 – The Value Orientation of Standard Chartered Bank Zambia Based on Document Review***

As part of the document review, the researcher examined all the available Standard Chartered Bank Zambia annual reports from 2006 to 2022. As shown in Table 3, Standard Chartered Bank Zambia has demonstrated commitment to investing in the communities where it operates as evidenced by the social and environmental initiatives it has supported over the years. From the social perspective of sustainability supported health-related initiatives, skill development among youths, and empowering venerable women with housing and female entrepreneurs with seed-funding and skills mainly focused on the traditional aspects of the bank. From the environment perspective of sustainability, the Bank mainly directed its support towards tree planting. Further, internally, the Bank supported employees' talent development and welfare.

The latter is evidenced by the Bank's workplace on HIV/AIDS and initiates such as the Living with HIV/AIDS programme aimed to support the bank employees, their spouses, and children living with HIV with sensitisations and treatment. The document review findings are at variance with the bank customer survey findings that the bank is less inclined to meeting the needs of stakeholders, which include customers, employees, communities, and the environment.

**Table 3 – Assessment of Where Standard Chartered Bank Zambia Places Its Value Within the Context of The Shareholder and Stakeholder Theories Using Annual Reports Information** (Note. A Compilation of Data Gathered by the Author from the Review of Standard Chartered Bank Annual Reports from 2006 to 2022).

Annual Report	Analysis of the Annual Report within the Context of Sustainability
2006 Annual Report	<p>In addition to reporting on the financials, the bank reported on issues related to social sustainability in the form of corporate social responsibility (CSR). This included the bank's activities and efforts to provide financial support to wide range of community aimed at improving the lives of people and making meaningful difference in the communities the bank operates. The initiatives supported include support:</p> <ul style="list-style-type: none"> <li>• the towards fighting malaria in Lusaka. This included the launch of the "Nets for Life" initiative which distribution of 35,000 long lasting insecticide treated mosquito nets and the bank's participation at the commemoration of the Africa Malaria Day in April 2006.</li> <li>• targeting youths 20,000 at 42 high schools in Lusaka and Copperbelt provinces through the Youth Life skills Development Programme.</li> <li>• towards restoring eye sight to Zambians suffering from curable blindness through the Seeing is Believing programme; and</li> <li>• the supporting bank employees, their spouses and children living with HIV with ARVs through the Living with HIV programme.</li> </ul>
2007 Annual Report	<p>In addition to reporting on the financials, the bank reported on issues related to talent development among the bank employees, the Bank demonstrated its commitment to sustainable community partnerships by supporting various community programmes and projects with the view to positively impact on the lives and make a meaningful difference in the communities where the Bank operates. The community programmes the Bank supported include:</p> <ul style="list-style-type: none"> <li>• Through the "Nets for Life" initiative which was launched in Lusaka on Africa Malaria Day in April 2006 the has seen the free distribution of close to 100,000 Long Lasting Insecticide Treated Nets in several communities around Zambia.</li> <li>• Through the Youth Life skills Development Programme 2 additional high schools were reached bringing the total number of high schools reached to 44 from 42 in 2006. The number of youths reached increased from 20,000 in 2006 to over 55,000 in Lusaka and the Copperbelt.</li> <li>• Bank employees raised funds to support the Seeing is Believing" programme to restore eyesight to Zambians suffering from curable blindness.</li> <li>• Through the Living with HIV" programme, the Bank embarked on promoting HIV/AIDS awareness and treatment among the Bank employees and the general public.</li> </ul>

<b>Annual Report</b>	<b>Analysis of the Annual Report within the Context of Sustainability</b>
<b>2008 Annual Report</b>	<p>In addition to reporting on the financials, the bank reported on issues related to talent development among the bank employees, aspects of the environment and HIV/AIDS.</p> <ul style="list-style-type: none"> <li>• The was a mention of the Bank having in place an Environment Committee to address issues related to environmental strategy and governance, containing, among others objectives on the environment, action plan, tool needed to achieve the objectives, including key messages on the environment and climate change to be cascaded to the bank employees.</li> <li>• Additionally, the Bank made reference to HIV/AIDS Policy to address education on HIV/AIDS with particular on distigmatisation, non-discrimination, reducing infections, employee health and wellness and their families.</li> </ul>
<b>2009 Annual Report</b>	<p>In addition to reporting on the financials, the bank reported on issues related to talent development among the bank employees, aspects of the environment and HIV/AIDS.</p> <ul style="list-style-type: none"> <li>• The was a mention of the Bank having in place an Environment Committee to address issues related to environmental strategy and governance, containing, among others objectives on the environment, action plan, tool needed to achieve the objectives, including key messages on the environment and climate change to be cascaded to the bank employees.</li> <li>• Additionally, the Bank made reference to HIV/AIDS Policy to address education on HIV/AIDS with particular on distigmatisation, non-discrimination, reducing infections, employee health and wellness and their families. In contributing towards protecting the environment, through the Bank employees' volunteering initiative, the Bank planted trees at Kanyama Basic School in Lusaka and at SOS Children's Village.</li> <li>• In partnership with WWF Zambia, the Bank organised the commemoration of Earth Hour activities in Zambia.</li> </ul>
<b>2010 Annual Report</b>	<p>In addition to reporting on the financials, the annual report also indicated that the Bank in place an Environment Committee to address issues related to environmental strategy and governance, containing, among others objectives on the environment, action plan, tool needed to achieve the objectives, including key messages on the environment and climate change to be cascaded to the bank employees.</p> <p>The Bank also reported having conducted the following social responsibility related activities under the umbrella of CSR:</p> <ul style="list-style-type: none"> <li>• Tree planting</li> <li>• Commemorating the Earth Hour Activities in partnership with WWF Zambia.</li> </ul> <p>The Bank won the Best Marketing Sponsorship Excellence Award 2010 – Environment.</p> <p>Additionally, the Bank made reference to HIV/AIDS Policy to address education on HIV/AIDS with particular on distigmatisation, non-discrimination, reducing infections, employee health and wellness and their families.</p>
<b>2011 Annual Report</b>	<p>In addition to reporting on the financials, the bank reported on issues related to talent development among the bank employees and other social initiatives as follows:</p> <ul style="list-style-type: none"> <li>• The Bank won the Best Marketing Sponsorship Excellence Award 2010 – Environment. The Bank won this award for two consecutive years.</li> </ul>

Annual Report	Analysis of the Annual Report within the Context of Sustainability
	<ul style="list-style-type: none"> <li>• HIV/AIDS Programmes: The Zambia Federation of Employers recognised Standard Chartered Bank Zambia with the “Employer of the Year” award for its HIV/AIDS policy and workplace programmes. The Bank’s response to HIV/AIDS stems from a desire to protect basic human rights, preserve the integrity of its labour force, reduce costs associated with HIV/AIDS, and respond to what the company recognises as a global challenge.</li> <li>• Working with partners, the Bank reached 6,854 people with HIV/AIDS educational messages.</li> </ul>
<b>2012 Annual Report</b>	<p>In addition to reporting on the financials, the Bank also reported on making a difference in the communities through various programmes. The Bank supported restoring eye sight of Zambians with curable blindness through the Seeing is Believing programme.</p> <ul style="list-style-type: none"> <li>• In ensuring environmental sustainability the Bank undertook various projects such as the tree planting exercise at the Levy Mwanawasa General Hospital, participated in the 2012 Earth-hour.</li> <li>• The Bank under took a clearing of mosquito-infested areas in Garden compound and distributed 2000 treated mosquito nets to the local community.</li> <li>• In recognition of its work, the Bank awarded the Outstanding Employee Volunteering Achievement, a global recognition for a noteworthy intervention in a local community.</li> </ul>
<b>2013 Annual Report</b>	<p>In addition to reporting on the financials, the Bank also reported on making a difference in the communities through various programmes.</p> <ul style="list-style-type: none"> <li>• Under the Seeing is Believing programme the Bank supported the establishment of the New Vision Eye Centre at Solwezi General Hospital in December 2013. The bank handed over USD300,000 worth of new, state-of-the-art eye screening and operating equipment. The serves communities in Solwezi and the wider North Western province.</li> <li>• By 2013 the Bank had invested a total of USD2m into the Seeing is Believing programme in Zambia, benefiting one million Zambians through free eye screening, cataract surgery and free spectacles, amongst others. 2013 alone, accounted for almost a quarter of a million (240,000) patients who had their eyes screened with over 10,000 cataract operations were carried out, and over 20,000 free spectacles handed to communities across Zambia. The beneficiaries included 45,000 children.</li> <li>• Through its Living with HIV workplace awareness programme, the Bank supported the participation of the Zambia HIV Champion staff in a Global training programme in February 2013 in Singapore which helped to revise and refresh HIV training materials. In collaboration with Kara Counselling, the Bank re-trained 20 HIV Champions to spearhead the dissemination of this refreshed information to staff and our external partners. The staff also participated at the SAFAIDS HIV organised workshop to showcase and share best practice on Standard Chartered’s HIV workplace programme. Additionally, the Bank held a refresher training programme for 22 Zambia Police personnel in May 2013.</li> <li>• Through the GOAL programme by 2013 the Bank, supported over 2,000 girls in life skills training using the power of sport. In the same vein, 200 life coaches were trained.</li> </ul>

Annual Report	Analysis of the Annual Report within the Context of Sustainability
	<ul style="list-style-type: none"> <li>• Advancing its commitment to protecting the environment in which it operates, the Bank embarked on a tree-planting initiative across the country. In 2013 alone in partnership with Standard Chartered Bank Zimbabwe, the Bank 1,200 trees in the Victoria Falls area in a bid to off-set the carbon footprint of the United Nations World Tourism Organisation (UNWTO) conference which held in the tourist town in 2013. Further in 2013, the Bank digitised its tree-planting initiative using the Global Positioning System (GPS) mapping. The Bank participated and supported energy-saving initiative - Earth-hour - by switching off lights for a full hour at Standard Chartered House. In the same year, the Bank launched the 'Go Green Campaign' at Levy Park Mall in Lusaka where donations in the form of waste bins were made, including sensitization of shop owners and the public on the need to separate food waste from paper and plastic, and to recycle to reduce our carbon footprint.</li> <li>• Through the Employee Volunteering programme, in 2013 alone, the Bank employees invested 803 days to volunteer in a diverse range of initiatives.</li> </ul>
2014 Annual Report	<p>In addition to reporting on the financials, the Bank also reported on making a difference in the communities through various programmes.</p> <ul style="list-style-type: none"> <li>• With its commitment to protecting the environment in which it operates, the Bank embarked on an initiative to plant trees in all towns we operate across the country and every staff had an opportunity to plant a tree in their location which resulted in planting over 700 trees in various locations. The Bank also partnered with UNICEF and the Ministry of Works and Supply (MOH) plant over 120 trees at the National Heroes Stadium in Lusaka. Over 250 trees were planted at Bauleni special needs school and the APEX University during the World Environment Day activities week.</li> <li>• In 2014, the Bank Commemorated its fifteen years commitment to support the fight against HIV and AIDS through a various activities held at the Olympic Youth Development Centre (OYDC). Other activities the Bank engaged in include HIV/AIDS awareness and donation of computers to Copperstone University in Kitwe. Through the Living with HIV Champions the Bank supported the sensitisation of 4,050 people on HIV/AIDS.</li> <li>• Through the Seeing is Believing programme over 100 shareholders benefited from free eye-screening for the first-time ever during the 43rd Annual General Meeting. During World Sight Day, another 500 people had their eyes screened at Kazomba Health Centre in Solwezi in collaboration.</li> <li>• The Bank supported a soccer clinic at the Olympic Youth Development Centre for over 50 young, ambitious footballers from Matero and Chunga in Lusaka.</li> <li>• In advancing its commitment to Women's Empowerment, partnership with Habitat for Humanity the Bank financed and build two houses for two widows in Linda Compound in Lusaka, both living with HIV.</li> </ul>
2015 Annual Report	<p>In addition to reporting on the financials, the Bank also reported on making a difference in the communities through various programmes.</p> <ul style="list-style-type: none"> <li>• In 2015, the Bank launched Financial Education for Youth (FE4Y) and over 2,300 youths in secondary schools, colleges and universities were trained by the Bank employees in basic financial skills. The training was to the Bank's senior management team's alumni schools across the country. The Bank</li> </ul>

<b>Annual Report</b>	<b>Analysis of the Annual Report within the Context of Sustainability</b>
	<p>received the Bank of Zambia Governor's Award for Outstanding Outreach in Financial Education during 2015 Financial Literacy week.</p> <ul style="list-style-type: none"> <li>• Through the Road to Anfield, the Bank supported five-a-side soccer tournament were winning team earned itself a full round trip to Anfield in Liverpool UK.</li> <li>• On environment, in partnership with the UN agencies the Bank supported the launch of the Goals in Zambia</li> <li>• In partnership with Habitat for Humanity, through the Women's Empowerment programme, in 2015, the Bank financed and built two houses for two widows in Kamanga Compound through our Habitat for Humanity. Additionally, 50 female Zambia Police Officers were empowered with financial literacy training.</li> <li>• In 2015 the Bank extended the Living with HIV Programme to more external audiences, including over 2,000 youths during the annual football and netball tournament in Sinazongwe, southern province of Zambia.</li> </ul>
<b>2016 Annual Report</b>	<p>In addition to reporting on the financials, the bank reported on issues related to social sustainability in the form of corporate social responsibility (CSR). This included the bank's activities and efforts to provide financial support to wide range of community aimed at improving the lives of people and making meaningful difference in the communities and environment the bank operates. In affirming its commitment to the communities in which it operates, the Bank supported the following initiatives:</p> <ul style="list-style-type: none"> <li>• The Bank invested US\$800,000 into the Seeing is Believing programme aimed at preventing and restoring blindness programme in Zambia. This included free eye screening and</li> <li>• cataract surgery to Zambians in Lusaka and Muchinga Provinces.</li> <li>• In partnership with Habitat for Humanity, the Bank supported disadvantaged women with decent shelter through the Women's BUILD initiative.</li> <li>• The Bank continued to invest in environmental protection through the annual P.L.A.N.T. (People Loving and Nurturing Trees) Campaign where bank employees are challenged to plant at least 1 tree each year to tackle deforestation – Zambia's biggest environmental challenge. In this respect, Bank employees on the Bank's 110th anniversary planted 110 fruit trees at Livingstone General Hospital and another 110 at the University Teaching Hospital, amongst other locations.</li> </ul>
<b>2017 Annual Report</b>	<p>In addition to reporting on the financials, the bank reported on issues related to talent development of bank employees and social sustainability initiatives. The social sustainability Bank supported included:</p> <ul style="list-style-type: none"> <li>• Seeing is Believing covering three eye specialist clinics in three sites (Mandevu, Bauleni and Chawama) in Lusaka and one at Arthur Davison Children's Hospital in Ndola, where equipment was donated to the Children's Hospital.</li> <li>• Habitat for Humanity's Women's BUILD initiative where four houses were constructed in Mapepe area of Lusaka for four vulnerable women led families.</li> <li>• Through the Bank's Financial Education for the Youth programme, the Bank trained school pupils at Kamulanga School in Lusaka where a total of 43 Bank staff volunteered to educate the youth on how to manage finances.</li> </ul>

Annual Report	Analysis of the Annual Report within the Context of Sustainability
<b>2018 Annual Report</b>	<p>In addition to reporting on the financials, the bank reported on issues related to talent development of bank employees and social sustainability initiatives which included:</p> <ul style="list-style-type: none"> <li>• The Bank invested over USD4m in the Seeing is Believing (SiB) eye care initiative in Zambia.</li> <li>• Over 3,300 girls reached under the Goal initiative in 2018, bringing the total number of Zambian girls have benefited from life skills training using the power of sport to 12,000.</li> <li>• The Bank handed over four houses to women-led households in Chilanga under the Women's Build programme in partnership with Habitat for Humanity.</li> <li>• In line with Standard Chartered's global</li> <li>• sponsorship of Liverpool Football Club (LFC), the Bank hosted the annual Liverpool Road to Anfield 5-a-side football tournament, which drew teams from our clients, community football teams and other key stakeholders.</li> <li>• Additionally, in partnership with local fitness clubs the Bank intensified its focus on wellness initiatives and various events to promote physical well-being among bank employees and members of the community.</li> </ul>
<b>2019 Annual Report</b>	<p>In addition to reporting on the financials, the bank reported on issues related to talent development of bank employees and social sustainability initiatives which included:</p> <ul style="list-style-type: none"> <li>• In collaboration with other corporates, through the Women's Build initiative at empowering disadvantaged women with decent shelter, the Bank supported Habitat to build 8 houses in 2019 in collaboration with other corporates.</li> <li>• Under the Habitat for Humanity Zambia the Bank mentored youths in life-skills and career guidance through the You Skills training programme.</li> <li>• Under Seeing is Believing the Bank supported free eye screening sessions benefiting over 35,000 people.</li> </ul>
<b>2020 Annual Report</b>	<p>In addition to reporting on the financials, the bank reported on issues related to talent development of bank employees (reskilling and retooling, including general welfare of employees) and social sustainability initiatives which included:</p> <ul style="list-style-type: none"> <li>• The Bank supported various COVID-19 pandemic relief efforts with over USD350,000.</li> <li>• Additionally, the Bank held Virtual Youth Mentorship Sessions on Leadership, Personal Branding and Savings &amp; Investments facilitated</li> <li>• by the CEO, Head of Wealth Management, and Head of Corporate Affairs, Brand &amp; Marketing.</li> </ul>
<b>2021 Annual Report</b>	<p>In addition to reporting on the financials, the bank reported on issues related to talent development of bank employees and sustainability initiatives which included:</p> <ul style="list-style-type: none"> <li>• The Bank's to empower Zambian female entrepreneurs with seed-funding for their businesses under the Bank's Women in Tech programme.</li> <li>• Bank employees also engaged in various employee volunteering activities, including tree planting and youth mentorship programmes.</li> <li>• In line with the Bank's transformation agenda, the Bank highlighted its continued efforts to exposure its clients to sustainable banking services through its world class digital platforms.</li> </ul>

Annual Report	Analysis of the Annual Report within the Context of Sustainability
	<ul style="list-style-type: none"> <li>• Through its partnership with the Centre for Infectious Diseases and Research (CIDRZ), the Bank contributed to the COVID-19 pandemic challenges by donating test kits and Oxygen cylinders.</li> <li>• Supported efforts directed at empowering Zambia businesswomen to grow their businesses by harnessing the power of technology.</li> <li>• Through the Bank employees' volunteering initiative, the Bank planted over 1,000 trees across our communities.</li> <li>• Through the Goal Girls programme, the Bank held virtual computer literacy sessions.</li> <li>• Additionally, the Bank held financial education sessions with youths.</li> <li>• Still on financial education the Bank won the Exceptional Leadership in Financial Literacy (first place) Award.</li> </ul> <p>2021 is the first year the Bank reported sustainability as one of its four strategic pillars within the ambit of its aspiration of becoming the world's most sustainable and responsible bank; and the industry leader with income coming from sustainable finance. This is in line with the global agenda of attaining net zero through mobilising the finance needed to provide the people with clean energy, drive carbon-footprint, facilitate the decarbonising of the manufacturing industry and amplify financial focus on developing innovative new business in the blue economy.</p>
2022 Annual Report	<p>The remained resolute with its ambition to achieve net zero (carbon emissions) from our operations by 2030 and from our financing activities by 2050; with interim 2030 targets set for the most carbon intensive sectors. In this respect, the Bank launched EDGE certified new Head Office building in 2022 a key step towards achieving the reduction target from operations.</p> <ul style="list-style-type: none"> <li>• The Bank indicated that it will leverage the Green and Sustainable product frameworks that have been developed by the Group (its parent bank) to support its clients' transitions to net zero.</li> <li>• Under its Futuremakers community investment strategy, through its award-winning Women in Tech (WiT) programme the Bank granted five Zambian women entrepreneurs with USD10,000 each to accelerate their business ventures using the power of technology.</li> <li>• To empower female owned SMEs in Zambia, the Bank launched Cohort 3 of the WiT.</li> <li>• In partnership with Voluntary Services Overseas (VSO), the Bank launched the Enhanced Youth Employability and Entrepreneurship (EYEE) programme aimed at empowering marginalised young women and men, including people with disabilities, with entrepreneurship and employability skills in Samfya and Lusaka reaching 531 youths in its first year.</li> <li>• On environment and climate change, in partnership with the Plant A Million organisation through its employees' volunteering initiative, the bank planted over 1,000 trees.</li> <li>• The Bank launched the business initiative 'LIFT' under its Business Banking segment which is aimed at supporting female bank clients who own or head businesses.</li> <li>• In the 2022 Annual report the Bank took cognisance of reputational and sustainability risk following its decision to incorporate green banking practices in its banking business. This is aimed at protecting the franchise from material damage to its reputation by ensuring that any business</li> </ul>

Annual Report	Analysis of the Annual Report within the Context of Sustainability
	<p>activity is satisfactorily assessed and managed against potential failure to uphold responsible business conduct or lapses in our commitment to do no significant environmental and social harm.</p> <ul style="list-style-type: none"> <li>• Further, in the 2022 Annual report, the Bank indicated intentions to measure and manage financial and non-financial risks from climate change, and reduce emissions related to our own activities and those related to the financing of clients, in alignment with the Paris Agreement.</li> </ul>

## 5 – Discussion of Study Findings

The low awareness levels on the green banking concept adopted by Standard Chartered Bank Zambia established by the study among the bank customers is consistent with the suggestion by literature that while the concern for green banking practices is increasing around the globe, various studies suggest that customers are less aware about the green banking concept adopted by banks (Ozili, 2022; Rai, Kharel, Devkota & Paudel, 2019). The low awareness levels on the green banking concept among the bank customers is also reflected in the proportion (almost 100%) of the surveyed bank customers that expressed knowledge of the services provided by the Standard Chartered Bank Zambia, yet the majority (92.8%) were unaware that these services offered by the bank were associated with the green banking concept. In the same light, while almost all the bank customers surveyed confirmed knowledge of the services provided by the bank and were unaware that these services were associated with the green banking concept adopted by the bank, all of them have indicated having used at least a combination of the services provided by the bank.

This suggests the need for the bank to step up the awareness among the bank customers of the green banking concept it has adopted. If the bank customers remain unaware of the green banking concept this may continue to negatively impact its up take and acceptance among bank customers.

As revealed by literature review, the belief held regarding the purpose of a corporate entity has a great bearing on a corporation conducts its business, including its value orientation. Hence this study took particular interest to understand the perceptions of bank customers on Standard Chartered Bank Zambia's value orientation to ascertain the theory that influences the way Standard Chartered conducts its business. The study findings indicate that the surveyed bank customers generally perceive Standard Chartered Bank Zambia's consideration of various stakeholders' needs in relation to profits as relatively low. These insights offer valuable information for the Bank to enhance its strategies and align its practices with the expectations and concerns of its customers and stakeholders. The results suggest that the bank's approach to business is less oriented towards stakeholder theory, indicating the need for the Bank to address customer perceptions and improve its stakeholder-oriented practices.

It is clear from the study findings that while the bank customers generally perceive Standard Chartered Bank Zambia's consideration of various stakeholders' needs in relation to profits as relatively low, the document review suggest otherwise as it points out the Bank's various efforts to invest in the communities where it operates as evidenced by the social and environmental initiatives it has supported over the years. In this case, the bank customers perception of the Standard Chartered Bank Zambia value orientation is not necessarily a reflection of what is happening on the ground, but a suggestion that the perceptions held by bank customers about

Standard Chartered Bank Zambia's consideration of various stakeholders' needs could mainly be influenced by limited awareness and knowledge of what the Bank is doing on the ground to integrate sustainable practices in its banking business. This, therefore, calls for the Bank to step up awareness on green banking among the bank customers and the general public.

## 6 – Conclusion

Overall, the study findings suggest very low awareness levels on the green banking concept among the Standard Chartered Bank customers surveyed, with over 90% of the respondents indicating that they are unaware of the green banking concept adopted by the bank. The lack of awareness was very high among the bank customers regardless of the level of education and period of time a customer has been banking with the Standard Chartered Bank Zambia, suggesting that neither the level of education nor the customer tenure did have influence on one's awareness on the green banking concept the bank has adopted. The low awareness levels among the surveyed customers suggest that the bank needs to do much more to increase the awareness levels among its customers on green banking by stepping up sensitisation efforts.

Based on the document review, it can be concluded that Standard Chartered Bank Zambia follows a stakeholder-oriented approach in its business practices, which also influences its value orientation. Despite customers' perception that the bank prioritises profits over stakeholders' needs, the bank's commitment to employee welfare, social initiatives, and environmental protection indicates its stakeholder-oriented approach. Therefore, it can be concluded that Standard Chartered Bank Zambia aligns more closely with the stakeholder theory in its business practices, which influences the way it conducts its business and value orientation in general.

Further, it can be concluded that the perception of bank customers that the bank does not adequately consider stakeholders' needs in relation to profits could largely be influenced by their limited awareness of the bank's green banking practices. This, therefore, presents an opportunity for the bank to address these negative perceptions by increasing awareness among customers about the green banking practices it has adopted.

### 6.1 – *Implication for Future Research and Study Limitation*

The results of this study provide strong evidence for the significance of raising awareness about green banking, particularly in emerging markets like Zambia, where the concept is unfamiliar. The limited awareness of green banking among bank customers can significantly influence their perception and willingness to embrace it. Therefore, further research is necessary to investigate the awareness and acceptance of green banking among bank customers as Standard Chartered Bank Zambia, the pioneer of green banking in the country, continues to integrate sustainability in its banking business. As the Bank intensifies its efforts to raise awareness and educate customers about green banking, and as other banks eventually adopt sustainable practices, it becomes critical to conduct further research. This research should aim to examine how the intensified awareness efforts influence customers' awareness and, ultimately, their perception of the bank's value orientation.

Additionally, it is worth noting that convenience and purposive sampling techniques were employed in this study due to data privacy and security restrictions associated with bank customer information. In an ideal scenario, probability sampling would have added more rigor to the research.

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