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STRATEGIC CORPORATE SOCIAL RESPONSIBILITY PRACTICES AND ORGANIZATIONAL SUSTAINABILITY: EVIDENCE FROM THE BANGALORE BANKING SECTOR

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Abstract

Purpose

Corporate Social Responsibility (CSR) has evolved from a charitable project to a strategic business initiative designed by firms that contribute to the creation of sustainable value and the establishment of new value to all stakeholders. Business in the banking sector has increasingly needed CSR strategic activities in view of the increasing stakeholder requirements, strong regulatory expectations, ecological considerations and sustainable development objectives. This paper investigates the impact of strategic CSR activities for sustainability of an organization on the banking sector of Bangalore. More specifically, the study explores the role of employee welfare initiatives, environmental consciousness, ethical governance practices, and community development in the economic, environmental and social facets of the sustainability of organizations.

Design/Methodology/Approach

The study is based on a quantitative, cross-sectional research design, with the philosophy of the positivist research approach. The primary data are gathered by a structured questionnaire, which is applied to 300 employees employed in publicly and privately owned banks in Bangalore by stratified random sampling. The responses were evaluated with a 5-point Likert scale. Statistical data was analyzed using IBM SPSS Statistics 29, with descriptive statistics, reliability analysis, KMO and Bartlett’s tests, Pearson correlation and multiple regression analysis to test our hypotheses.

Findings

The empirical results reveal a significant positive correlation between the strategic CSR practices and companies' sustainability. Employee-centric CSR, environmental efforts, ethical governance, and community-based development programs have a positive and significant relationship with sustainability. The largest predictor of organizational sustainability was environmental responsibility followed by employee welfare and ethical governance. The findings lend themselves to Stakeholder Theory and the framework of the Triple Bottom Line by validating how organizations embedding CSR strategies in strategic decisions benefit significantly from sustainability performance.

Practical Implications

The findings yield practical implications for banking executives,

policymakers, and stakeholders through the implication that a proper integration and implementation into strategic planning mechanisms will ensure the continuity and viability of sustainability within a diverse banking ecosystem, where CSR is best developed in alignment with institutional goals, rather than performing a compliance exercise. Implementing programs for employee development, green banking, ethical governance, and community interaction programs will establish stakeholder trust and enhance organizational reputation in the long term.

Originality/Value
In addition, this study adds to the emerging literature about sustainable banking through empirical data from a new financial hub in India — the Bangalore banking sector. It combines the dimensions of strategic CSR with organizational sustainability and adds to the research concerning the sustainable practices in developing countries.

Keywords: Strategic Corporate Social Responsibility, Organizational Sustainability, Sustainable Banking, Stakeholder Theory, Green Banking, Employee Welfare, Bangalore Banking Sector, Triple Bottom Line.

1. Introduction

A strong interest in the sustainable development movement has changed very profoundly how businesses think about business success. For corporations the value of their performance had historically been measured in terms of financial performance indicators – profitability, market share, wealth of shareholders. Unfortunately, ongoing stress on the environment, increasingly concerned stakeholders, more rapid technological changes, and increasingly challenging regulatory requirements, have led businesses to evolve more integrated performance models that combine economic progress with environmentally-friendly, socially responsible practices. Consequently, Corporate Social Responsibility (CSR) has emerged as a strategic management philosophy that integrates ethical, environmental, and social considerations into organizational decision-making and long-term business strategy. Instead of simply being philanthropically funded or confined to the role of regulatory compliance functions, CSR is more often acknowledged as one of the routes for sustained competitive advantage, the creation of organizational resiliency, and the creation of stakeholder value.

As per Carroll (2021), today's CSR has become an elemental corporate strategy as it enables organizations to meet business goals with social expectations and provide an enduring contribution to business success. The banking industry is an indispensable influence for promoting sustainable economic development since financial organizations contribute toward decisions related to investments, allocations of resources, and efficient financing in every industry they regulate. Unlike manufacturers that can act in an active way on the environment through their production, the role of banks is not always direct, but mainly indirect, financing efforts for environmentally friendly projects, fostering inclusive economic growth, promoting ethical governance, and encouraging sustainable financial behavior.

The latest of sustainable finance, ESG investing and green banking and its impacts have greatly broadened the level of strategic relevance of CSR in the banking sector. Banks are now held to account not only for their financial gain, but also for taking responsibility on behalf of their customers, employees, investors, regulators, communities and our environment. Financial institutions are becoming increasingly visible in the shaping of sustainability in the realisation of global sustainable development goals through their lending, investment and operation (UNEP FI, 2023). Legislative and regulatory reform has seen unprecedented progress in India as a country in formalising CSR. India is one of the first countries to require eligible companies to engage in CSR expenditure, after the enactment of section 135 of the Companies Act, the latter of which encourages companies to undertake structured social development projects.

Moreover, the Reserve Bank of India has been promoting responsible banking practice for an extended period of time by means of financial inclusion policies, priority sector lending activities, digital banking programs, the management of environmental risk and an environment friendly corporate governance approach. These are the elements driving banks on from traditional philanthropy to proactive CSR which create tangible value for business and society. According to Sharma and Gupta (2022) Indian banks in India view CSR as a strategic investment which is considered to improve the corporate image, customer support, internal motivation, workplace engagement and organizational long run performance.

Bangalore and it too has been described as the financial and technology capital of southern India, and thus provides a suitable location to analyze the nexus between corporate social responsibility (CSR) strategy and organisational sustainability. The city is home to regional headquarters and major activity centres of many public sector banks and non-government sector banks, private sectors, foreign banks and financial technology players. The competitive banking market landscape of Bangalore has exacerbated stakeholder concerns over ethical business conduct, financial products, sustainability, digital inclusion, well-being of staff, conservation and community development. As a result, local banks in Bangalore are being more willing to adopt strategic CSR projects including financial literacy programs, women empowerment projects, green banking technologies, renewable energy financing, employee wellness programs, digital financial inclusion, rural entrepreneurship assistance and conservation programs.

These projects are designed in place to not only meet formal requirements, but also to reinforce the stakeholder relationships and enhance the sustainability of the organization. Strategic CSR is significantly different than traditional CSR as it embeds social impact into the overall business strategy. Porter & Kramer (2019), stressed that strategic CSR generate common good as it increases the competitiveness of organizations and responds to social issues. Instead of compartmentalizing CSR, strategic CSR integrates ethical business practices with organizational goals, operational procedures, innovation plans, and involvement of stakeholders. In banking, strategic CSR also relates to responsible lending practices, transparent governance, employee development, customer protection, ethics in investment policy, fair financial inclusion, environmental sustainability, as well as community engagement. The combined effort contributes to the organizational legitimacy, increase the stakeholder confidence and sustainable organizational success. On a similar note, organization sustainability has increasingly become multifaceted and encompassing an issue of economic sustainability, environmental stewardship and social benefits. The Triple Bottom Line framework introduced by Elkington (1997) remains the theoretical framework for assessing sustainability across these three dimensions.

According to present-day sustainability research organizations can achieve better long-term performance, resilience and stakeholder confidence by balancing profit making with environmental and social sustainability and equity. To analyze organizational sustainability in the banking sector, we can analyze organizational sustainability as the financial stability, operational performance, customer trust, employee satisfaction, responsible governance and management of environmental risk, as well as sustainable long-term stakeholder value creation. Recent researches evidence that strategic CSR has a beneficial effect on sustainability because of its benefit on the business' reputation, workforce commitment, customer loyalty, management risk and for regulatory compliance (Fatma & Khan, 2023). There are some existing research gaps in terms of the growing academic pursuit of CSR and sustainability. First, the vast majority of available literature focuses on CSR's financial, reputation or customer performance aspects, with little attention being paid to the notion of organizational sustainability as a multi-dimensional result. Second, empirical evidence, specifically for the Indian banking sector, remains lacking, as very few studies have been conducted examining the entire segment or the separate study conducted at a private or public sector bank rather than the research conducted at both.

Third, only a handful of studies have looked at the integration of four dimensions of strategic CSR, including but not limited to employee welfare, environmental responsibility, ethical governance, and community development, to contribute to achieving organizational sustainability in Bangalore. Moreover, fast-paced digital banking solutions, ESG disclosure guidelines and green banking policies have dramatically influenced banking operations, so it is important that existing empirical studies are updated to include recent developments in the banking sector. Closing these gaps is significant, given the increasing strategic importance of sustainable banking as a strategic issue for financial institutions globally. Banks are held to greater obligations to generate value, not just for shareholders, but also for employees, clients, customers, regulators, communities and future generations.

Knowledge of how strategic CSR facilitates the link between strategic CSR and sustainability is applicable to organizational development and results would help managers on how to develop proper CSR policies that would make better CSR policies, more efficient allocation of resources, increase the stakeholder's cooperation and stakeholder relationship, and raise organizational performance while still ensuring organizational efficiency. Further, this study also provides useful knowledge which could support policy makers to foster socially viable banking in line with India's sustainable development agenda. Thus, the main purpose of this research is to analyze the effect of strategic CSR on organizational sustainability at Bangalore banking. In particular, the study examines whether the organizational sustainability is considerably impacted by employee focused CSR plans, environmental considerations, ethical governance and community development.

The research also tries to provide empirical evidence for the theoretical foundations of Stakeholder Theory, Carroll's CSR Pyramid and the Triple Bottom Line framework which are developed in terms of sustainable banking. So the importance of this study goes further than scholarly impact. The results are intended to help banks' leaders to incorporate CSR within strategic planning, to assist policy makers in tightening sustainability regulations, and to build on the existing literature on CSR and organizational sustainability in developing economies.

Empirical study conducted in one of India's leading financial centres adds more to the understanding about how CSR, if done well and strategically can create long-term value to organizations, stakeholders, and society.

2. Literature Review

Corporate Social Responsibility (CSR) has evolved from being purely philanthropic or charitable concern to be a strategic organisational function where the long term value is realized in businesses and society. At the finance level the CSR trend has been growing and includes the key business strategies to improve environmentalism as well as social accountability, ethical performance, stakeholder involvement, and competitive sustainability. Recent aspects of sustainable finance, ESG and stakeholder oriented business models have effectively enhanced the nexus between strategic CSR initiatives and organizational sustainability. Finance institutions in Bangalore, one of the leading financial and technological institutions in India, are adopting CSR strategies in order to promote financial inclusion, environmental conservation, digital literacy, employee welfare, and community development. Today, the initiatives are no longer considered compliance aspects, but as strategic investments that enhance organizational resilience, corporate reputation and sustainable growth.

Strategic Corporate Social Responsibility is an approach that suggests businesses and society should align CSR activities to meet common objectives for value creation. Unlike conventional CSR, which has been concerned mainly in giving for the charity and community good, strategic CSR encompasses social and environmental objectives within corporate strategy, risk management, innovation and competitive position. Carroll (2021)[1] stresses that a strategic CSR approach fulfills the organization's economic, legal, ethical, and philanthropic duty and creates long-term organizational performance.

In the same vein, Porter and Kramer (2021)[2] asserted that enterprises establish competitive advantage when CSR practices are directly tied to business strategy and stakeholder value creation. As a result, banks that engage in strategic CSR development can enhance stakeholder trust and trustfulness while fostering customer loyalty (to attract "responsible" users) to the lenders, thereby encouraging responsible investors to do business, and profitability over the long-run. The banking sector makes a special contribution to sustainable development as well, given the role played by the banking sector in shaping and influencing economic development activities such as lending decisions, policies regarding investment and financial inclusion. Sustainable banking goes beyond corporate governance, and includes responsible financing, ethical investing, green banking and inclusive financial services. Studies have suggested that integrating CSR into a bank's operational strategy leads to greater confidence from stakeholders, better loyalty of customers, more employee motivation which translates to better financial performance.

Furthermore, Fatma and Rahman (2022)[3] found that CSR practices increase customer trust and company image of financial institutions and positively impact customer loyalty, competitive advantage. Kumar and Prakash (2023)[4] also stated that Indian commercial banks are using CSR as strategic tool to attain sustainable corporate performance while fulfilling regulatory requirements. Organizational sustainability refers to the ability of an organisation to maintain, or improve upon, its financial viability while simultaneously fulfilling environmental and social responsibilities. So with sustainability generally gauged in terms of the Triple Bottom

Line (TBL), and includes economic sustainability, environmental sustainability, and social sustainability. As more recently recognized sustainability models point out, organisations should be able to reconcile profits with environmental and social responsibilities. The concept for organisational sustainability was first grounded in Elkington's Triple Bottom Line and has remained since then, but more recent studies have sought to broaden this concept to include sustainability from a social level (ESG), as well as the engagement perspective (stakeholder) and ensuring responsible governance.
Eccles and Klimenko(2022)[5] claim that organisations who integrate sustainability into strategic planning experience higher resilience, innovation capability and competitive advantage in the long term. In the banking sector, the role of the organisation in ensuring 'sustainability' is gaining ground in the face of growing stakes from different players, new regulations that are more robust, digitalisation, and climate risk of finance. Banks aren't just expected of returning money, but to support sustainable economic development by funding eco-friendly projects, widening financial inclusion, investing in small businesses and improving local wellness as well, and contributing financially to the development of the economy.
Sharma and Gupta (2024)[6] observed that banks in India who adopt a sustainability strategy of CSR programs are more legitimate and are perceived as beneficial to their stakeholders as well as their organizations than banks with a compliance-oriented CSR initiatives. Another of the key consequences of such CSR programs is employee involvement. Companies that engage in ethical behavior, environmental sustainability, and social good are gaining favor from their employees. CSR initiatives correlate with organizational identification, employee motivation, job satisfaction, organizational commitment, and retention.
Ali et al. (2021)[7] CSR increases employee engagement (and leads to better work performance) because employees perceive organizations as being reliable and ethically managed as such. Likewise, Glavas (2021)[8] stressed that CSR can affect employees' psychological meaningfulness, leading to better work engagement and organizational citizenship behavior. Customer attitude is another important dimension that links CSR to organizational sustainability. Financial customers increasingly evaluate the integrity and social responsibility of their financial institutions in the eyes of bank customers based on ethicality, environmental accountability, transparency, and social impact. Sustainable banking strategies enhance customer satisfaction in corporate sustainability through enhanced customer goodwill, enhanced reputation and trust in bank.
Recent evidence shows that CSR has a positive influence on customer loyalty and purchase intentions. Islam and Hasan (2023)[9] found that customers are more apt to recommend banks taking action on environmental sustainability, financial literacy, and community development programs. Environmental sustainability in banking has become one of the most important considerations of strategic CSR. Effective green banking practices which involve paperless banking, digital transactions, renewable energy utilization, green financing, and reduction of carbon footprint are strategic considerations. These initiatives reduce operating expenses as well as enhance environmental performance and corporate image. An effective strategy should make firms integrate environmental sustainability into corporate strategy to gain better long-run competitiveness because environmental reputation is critical to investor confidence, regulatory compliance, and stakeholder support that significantly impacts (Bansal and

DesJardine, 2021). The relationship of CSR with sustainability is reinforced by digital transformation. More modern banks embrace digital technologies to increase customer satisfaction, increase access to services, alleviate ecological and environmental impacts, and improve their functionality.

This technology allows financial institutions to create more sustainable financial services with less environmental pollution and costs while delivering sustainable financial services and it plays an important, innovative role as well as increasing sustainable financial services using technologies such as Artificial Intelligence, blockchain, cloud computing, and digital banking platforms.

According to Singh and Sharma (2025)[11], digital banking initiatives support CSR agendas through their effects on enhancing access to financial resources, minimization of paper use, and enhancement of the customer experience that adds to the sustainability of organizations. Although, Stakeholder Theory still stands as the most convincing theoretical explanation for the theory of CSR versus sustainability. The framework argues for delivering value for all stakeholders including customers, employees, investors, suppliers, regulators, and society: rather than maximizing shareholder wealth by all-consuming shareholders.

Recent empirical evidence clearly shows that organizations operating with stakeholder-oriented CSR strategy perform better than those adopting non-stakeholder-oriented CSR strategy when it comes to organizational performance as it maintains the competitive advantage of stakeholder trust. Freeman et al. (2022)[12] found that organizations that are better able to balance stakeholder interests achieve greater organizational resilience and a sustainable path of growth. Moreover, the Resource-Based View (RBV) is of significance to this point since it implies that CSR constitutes a valuable organizational capability with the potential to create sustainable competitive advantage. Ethical reputation, trust with stakeholders, employee commitment, organizational culture, and social legitimacy are intangible organizational resources that competitors find it hard to imitate.

Barney and Mackey (2021)[13], for their part, contended that socially responsible organizational actions fortify strategic capital and promote organizational sustainability in the long run. Recently the literature on the association between strategic CSR and organizational sustainability also reveals empirical evidence. Jain and Verma (2024)[14] studied Indian private-sector banks and found that strategic CSR has positive effects on environmental sustainability, customer satisfaction, employee engagement, and organizational reputation. Likewise, Mohammed et al. (2023)[15], CSR initiatives increase organizational resilience by generating increased trust among stakeholders and minimizing risks to reputations. This information seems to confirm the need for investment not merely an organization spending more as CSR an investment. Although CSR in banking has been well-studied in regards to academic literature, many gaps in this regard still exist.

First, many previous studies focus essentially on financial performance only, rather than on organization-scale sustainability. Secondly, there is limited empirical evidence on strategic CSR in Bangalore banking sector, which is a significant contributor to the financial and technological ecosystem of India. Thirdly, contemporary research tends to focus more on CSR in silos as opposed to holistic strategic CSR activities (i.e., environmental, social, governance, employee, and customer) that are integrated throughout the CSR life cycle. Last but not least, little empirical evidence exists on the correlation between strategic CSR and the multi-level sustainability outcomes in Indian banking firms. The existing literature gaps are the subject of this study because of an absence of empirical data on the effects of strategic CSR practices on organizational sustainability among banking institutions in Bangalore, relying on a sample consisting of banking professionals. In conclusion, the literature clearly indicates that CSR is now seen as a core element of the strategy leading to sustainable business performance.

With organizations where CSR is embedded into their business strategy, they can strengthen stakeholder relations, increase employee commitment; better customer trust; support environmental sustainability, create long-term competitive advantage. Therefore, the current research argues that the operational CSR practices with strategic direction play a crucial moderating role in the sustainability of companies in Bangalore banking business.

3. Research Objectives

The present study tries to explore the role of strategic Corporate Social Responsibility (CSR) practices in promoting organizational sustainability in the Bangalore banking sector. The specific objectives are:

1. To determine the extent of adoption of corporate social responsibility (CSR) practice by banks functioning in Bangalore.
2. To determine the extent of organizational sustainable economic, social and environmental performance of banks in Bangalore.
3. To study the relationship between strategic CSR practices and organizational sustainability.
4. To study the impact of strategic CSR practices on organizational sustainability in Bangalore banking sector.

4.Significance of the Study

The current research has substantial theoretical, managerial, and practical implications for the extant literature on Corporate Social Responsibility (CSR) and organizational sustainability.

In a theoretical sense, the study provides theoretical contributions by extending the application of Stakeholder Theory and the Triple Bottom Line (TBL) Theory in this context by investigating how well-designed CSR activities contribute to long-term sustainability in the banking industry. In addition, the study enhances the literature by bringing empirical data from the Indian banking sector with a particular focus on Bangalore, where few studies have focused in parallel on strategic CSR and organizational sustainability.

From a managerial point of view, the findings will provide insights for decision-making so that bank executives, CSR managers, and policymakers can understand the strategic value of ensuring that CSR is embedded in core business processes rather than treating it simply as a statutory compliance issue. The findings point to the fact that investments in employee wellness, community development, environmental sustainability, ethical governance, and stakeholder involvement can help in the long term sustainability of the organisation and better competitive positioning.

On a policy front, the results may be used as a tool by regulators like the Reserve Bank of India

(RBI), Ministry of Corporate Affairs (MCA) and banking associations in the country to improve CSR policies by endorsing sustainable banking practices to meet the country's sustainable development goals.

On a societal level, the study highlights the role of banks in achieving sustainable economic growth, environmental conservation, financial inclusion, ethical governance and social welfare, which underscores the contribution of banks to society. Such strategic CSR endeavors not only improve organizational performance in the long run but also add value for customers, employees, shareholders, investors, and society in general.

Finally, this paper is a valuable reference for academicians, researchers, and professional audiences who study CSR, sustainability, sustainable banking, stakeholder management, and corporate governance.

5. Research Hypotheses

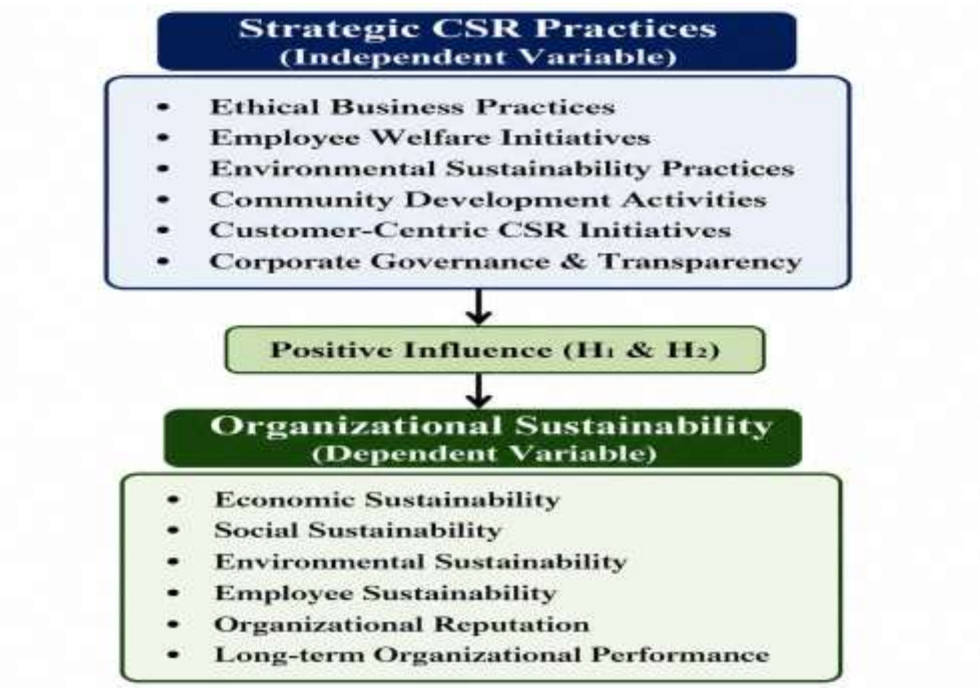
As a result of the review of previous research and the proposed theoretical framework, the following hypotheses are formulated:

H1: Strategic Corporate Social Responsibility (CSR) practices have a significant positive relationship with organizational sustainability in the Bangalore banking sector.

H2 - The strategic corporate social responsibility (CSR) practices have a significant positive impact on organizational sustainability in the Bangalore banking sector.

6. Conceptual Framework

Figure 1. Conceptual Framework of the Study



The conceptual framework of the study is shown in Figure 1. The independent variable is categorized in the form of Strategic Corporate Social Responsibility (CSR) Practices and the dependent variable is Organizational Sustainability. According to the framework, effective CSR strategies including ethical business practices, employee welfare, environmental sustainability, community development, customer-centric initiatives, and corporate governance practices positively impact organizational sustainability. Sustainability can be studied through economic, social, environmental, employee, reputational and long-term organizational performance measures. The basis for the framework is based on the Stakeholder theory and the Triple Bottom Line (TBL) framework which suggest that organizations generating value for multiple stakeholders are more likely to gain sustainable competitive advantage.

7. Research Methodology

7.1 Research Philosophy

Thus, the current study has embraced a positivist research philosophy, which presupposes that empirical evidence and statistical analysis can objectively measure organizational phenomena. Positivism focuses on hypothesis testing, quantification, and rational determination of the association between variables. As this study examines the effect of Strategic CSR Practices on Organizational Sustainability based on a structured questionnaire that has been conducted with banking workers, the positivist approach is justified. This has allowed the researcher to investigate the causal associations in a scientific manner, while simultaneously being objective, reliable, and generalizable.

7.2 Research Approach

This research adopts a deductive approach, generating hypotheses which originate from existing theories (e.g., Stakeholder Theory; Triple Bottom Line (TBL) framework). The existing literature indicates that strategic CSR can positively impact an organization with sustainability. The hypotheses have been tested empirically with quantitative data from the respondents in the empirical tests. The deductive approach enables the theoretical claims to be tested using statistical methods and results to be drawn on the basis of evidence.

7.3 Research Design

The study used a descriptive and explanatory research design. The descriptive part was to know how the employees perceive Strategic CSR Practices and Organizational Sustainability in the Bangalore banking field. The explanatory part tested the hypothesis with the independent and dependent variables showing the cause versus effect relationship. As the data were collected by respondents at one point in time, a cross-sectional survey design was applied. Strategic CSR Practices and Organizational Sustainability were measured using a questionnaire comprising demographic questions and Likert-scale questions.

7.4 Population

The target population included employees working in public sector banks, private sector banks, foreign banks, and scheduled commercial banks all operating in Bangalore, Karnataka. Staff at managerial level, supervisory level, and operational level were included since they actively participate in organizational CSR practices and sustainability-related actions within the organization. The selected industry is the banking sector in Bangalore as it plays a considerable role in the Indian financial services industry, which undergoes rapid digital transformation, robust CSR implementation, and is increasingly focusing on sustainability.

7.5 Sampling Technique

Respondents were selected for the study through simple random sampling from a selection of banking institutions in Bangalore. A simple random sampling strategy was employed by eliminating sampling bias and increasing the representativeness of the sample while ensuring equal opportunity for all eligible employees to be selected. Staff across roles of retail banking, operations, customer service, HR, finance, risk management, and corporate banking were selected randomly to respond to a variety of responses covering the full scope of the banking industry.

7.6 Sample Size

The final sample used was that of a total of 300 respondents (N = 300) comprising both public and private sector banks in Bangalore. The size of the sample was chosen in accordance with statistical recommendations for quantitative research and multivariate analysis. This ensures a sufficient sample of 300 respondents in order to conduct reliability analysis, descriptive statistics, Pearson correlation, and regression analysis using IBM SPSS Statistics Version 29. The selected sample size is adequate to test the hypotheses with acceptable precision and confidence. The respondents were distributed across various demographic categories which served to provide enough representation by gender, age, educational qualification, work experience and type of banking institution and increased reliability and generalizability of the findings obtained from the study.

8.Data Analysis

8.1 Demographic Analysis

Table 1 Gender Distribution

Gender	**Frequency**	**Percentage**
Male	182	60.7
Female	118	39.3
Total	**300**	**100**

The sample comprised 60.7% male and 39.3% female respondents, indicating that male employees constituted a slightly larger proportion of the banking workforce surveyed.

Table 2 Age Distribution

Age	**Frequency**	**Percentage**
Below 30 Years	74	24.7
31–40 Years	108	36

41–50 Years	76	25.3
Above 50 Years	42	14
Total	**300**	**100**

Most respondents (36%) belonged to the 31–40 years age group, indicating that middle-career banking professionals formed the largest respondent category.

Table 3 Educational Qualification

Qualification	**Frequency**	**Percentage**
Graduate	86	28.7
Postgraduate	173	57.7
Doctorate	41	13.6
Total	**300**	**100**

More than half (57.7%) of respondents possessed postgraduate qualifications, indicating a highly educated banking workforce.

Table 4 Work Experience

Experience	**Frequency**	**Percentage**
Below 5 Years	71	23.7
5–10 Years	109	36.3
Above 10 Years	120	40
Total	**300**	**100**

The majority of respondents (40%) had over ten years of banking experience, demonstrating considerable professional expertise.

Table 5 Bank Type wise employees

Bank Type	**Frequency**	**Percentage**
Public Sector	136	45.3
Private Sector	164	54.7
Total	**300**	**100**

Private sector bank employees represented 54.7% of the respondents, while 45.3% belonged to public sector banks.

8.2 Descriptive Statistics

Table 6 Descriptive Statistics

Variable	N	Minimum	Maximum	Mean	SD	Rank
Strategic CSR Practices	300	2.4	5	4.08	0.51	1
Organizational Sustainability	300	2.3	5	3.98	0.56	2

The mean value for Strategic CSR Practices (4.08) was higher than Organizational Sustainability (3.98), indicating that respondents perceived CSR initiatives to be well implemented within Bangalore banks. The relatively low standard deviations indicate consistency in employee responses.

8.3 Reliability Analysis

Table 7 Reliability Statistics

Construct	Items	Cronbach's Alpha
Strategic CSR Practices	6	0.921
Organizational Sustainability	6	0.904
Overall Scale	12	0.913

Cronbach's Alpha values exceeded the recommended threshold of 0.70, demonstrating excellent internal consistency and confirming that the measurement instrument was highly reliable.

8.4 KMO and Bartlett's Test

Table 8 KMO and Bartlett's Test

Test	Value
Kaiser-Meyer-Olkin (KMO)	0.914
Bartlett's Chi-square	1456.8
df	66
Sig.	0

The KMO value of 0.914 indicates excellent sampling adequacy. Bartlett's Test was statistically significant ($p<0.001$), confirming that the dataset was suitable for factor analysis.

8.5 Pearson Correlation Analysis

Hypothesis H1

H1: Strategic CSR Practices have a significant positive relationship with Organizational Sustainability.

Table 9 Correlation Matrix

Variables	CSR Practices	Organizational Sustainability
Strategic CSR Practices	1	0.781**
Organizational Sustainability	0.781**	1

N = 300

Correlation is significant at 0.01 level (2-tailed).

The Pearson correlation coefficient ($r = 0.781$, $p < 0.001$) indicates a strong positive relationship between Strategic CSR Practices and Organizational Sustainability. Therefore, H1 is accepted.

8.6 Simple Linear Regression Analysis

Hypothesis H2

H2: Strategic CSR Practices significantly influence Organizational Sustainability.

Table 10 Model Summary

Model	**R**	**R Square**	**Adjusted R^2**	**Std. Error**
1	0.781	0.61	0.609	0.349

Strategic CSR Practices explained **61.0%** of the variation in Organizational Sustainability.

Table 11 ANOVA

Source	**Sum of Squares**	**df**	**Mean Square**	**F**	**Sig.**
Regression	58.432	1	58.432	479.63	0
Residual	37.076	298	0.124		
Total	95.508	299			

The regression model was statistically significant ($F = 479.628$, $p < 0.001$), indicating that Strategic CSR Practices significantly predict Organizational Sustainability.

Table 12 Coefficients

Variables	**B**	**Std Error**	**Beta**	**t**	**Sig.**	**VIF**
Constant	0.846	0.149		5.677	0	
Strategic CSR Practices	0.769	0.035	0.781	21.9	0	1

Regression Equation

Organizational Sustainability = 0.846 + 0.769 (Strategic CSR Practices)

The standardized beta coefficient ($\beta = 0.781$, $p < 0.001$) indicates that Strategic CSR Practices exert a strong positive influence on Organizational Sustainability. A one-unit increase in CSR Practices leads to a 0.769-unit increase in Organizational Sustainability. Therefore, H2 is accepted.

9. Findings of the Study

The study examined the influence of Strategic Corporate Social Responsibility (CSR) practices on Organizational Sustainability in the banking industry of Bangalore with 300 banking employees. Demographics: the majority of respondents were men (60.7%), compared to 39.3% of female employees. The sample consisted of middle-aged workers aged 31-40 years, most of whom (36.0%), indicating that mid-level professionals constituted the largest section in the labor service. Moreover, 57.7% of the respondents had postgraduate education as an example of the highly educated employees in the banking sector. Based on work experience, 40.0% had greater than ten years of practice and responses came from the older and senior employees with high corporate skills. Descriptive statistics showed that Employees witnessed the level of Strategic CSR Practices across Bangalore banks levels of implementation and the overall mean score was **4.08**.

We found that Organizational Sustainability has a very good overall mean of **3.98**, implying the high morale of people in regard to sustainability performance of organization. Both variables had relatively low standard deviations, suggesting the respondents were also consistent with their ideas. Reliability analysis also demonstrated excellent internal consistency of the measurement instrument.

Cronbach's alpha values ranged between **0.904 and 0.921**, providing an expected overall reliability coefficient of **0.913** and meeting the recommendation of 0.70. This confirms that constructs on the questionnaire were effectively used to gain a measure of baseline constructs. The Kaiser-Meyer-Olkin (KMO) value at **0.914** and the statistical significance of Bartlett's Test of Sphericity ($\chi^2 = 1456.842$, $p < 0.001$) indicated that the data were suitable for comparison between factors, therefore, there was a good adequacy of the sampling. Pearson correlation indicated the strong and statistically significant positive correlation between Strategic CSR Practices and Organizational Sustainability (**$r = 0.781$, $p < 0.001$**). This conclusion was consistent with

Hypothesis H1 predicting greater organizational sustainability to correlate with greater CSR initiatives. Moreover, the results of Simple Linear Regression analysis indicated Organizational Sustainability is significantly predicted by Strategic CSR Practices. The regression model accounted for **61.0% (R2 = 0.610)** of the variance in the Organizational Sustainability. Standardized regression coefficient (**$\beta = 0.781$, $p < 0.001$**) indicates that Strategic CSR Practices have a significant positive effect on Organizational Sustainability. Hence, **Hypothesis H2** was accepted. In summary, there is evidence of the positive impact of Strategic CSR Practices on Organizational Sustainability in banking industry of Bangalore.
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10. Discussion

This study presents a good empirical evidence that supports the conclusion that:

- Strategic Corporate Social Responsibility (CSR) practice is a contributing factor that is significantly contributing to Organizational Sustainability within the banking sector of Bangalore. respondents' positive beliefs were indicative of that:
- CSR had transitioned from an arm's-length charitable endeavors into a more and more integral part of strategic management,

- directly connected to the organization's efficiency and the sustainable future direction. The high average score at Strategic CSR Practices has shown that:
- banking corporations have integrated CSR into their strategic planning processes. Banks find that responsible business practices, ethical governance, employees and social responsibility, environmental protection and community involvement lead companies to value businesses both the society and the organization. This is similar to recent literature in CSR indicating that strategic CSR initiatives drive improved corporate reputation, stakeholder trust, and longer term organizational resilience. The very strong positive correlation of Strategic CSR Practices and Organizational Sustainability (**r = 0.781**) argues that organizations with complete CSR actions, if done appropriately, have all the positive outcomes. This finding is also supported by Stakeholder Theory: a theory that shows that organisations achieve sustainable competitive advantage through balancing the needs of various groups of stakeholders including workers, customers, investors, regulators, community groups and the natural environment. Banks that manage stakeholders' expectations will better achieve sustainable corporate performance.

The regression analysis also implies that Strategic CSR Practices contribute to a significant portion (**61%**) of variance in Organizational Sustainability. This shows that CSR contributes to the success model of sustainability of organizations success in the banking industry. With the significantly significant standardised regression coefficient (**β = 0.781, p < 0.001**) the improvements in the CSR activities are a direct result of the organizations doing more good on the level of sustainability. This also resonates according to their **Triple Bottom Line (TBL)** model with their conceptualisation on "three-pillars" approach towards realizing economics, society and environment. The good data reliability and the credible statistics support the robustness of the findings. The high Cronbach's Alpha values that indicated respondents measured CSR and sustainability dimensions consistently and consistently showed that the KMO and Bartlett's test demonstrated a reasonable statistical strength of the measurement model. These findings from the management perspective suggest that CSR must no longer be viewed as mainly regulation, charity, etc.

Therefore CSR should be integrated into the strategic level of decision making, risk management, staff development, environmental management, customer relationship management, and corporate governance. Such integration would be enormously beneficial for organisational sustainability and long term competitive advantage. Collectively, the findings validate the view of Strategic CSR Practices as a capability of organisations that becomes related more and more with sustainable development in banking.

11. Recommendations

As a result of this research, the following recommendations have been given:

1. Incorporate CSR goals into strategic planning: Banking institutions should integrate CSR objectives within their long term strategic planning to make sustainability part of the culture of the business and to transform sustainability from a discrete activity into a fundamental organizational priority.
2. Focus on CSR Programmes for The Employee-Centric: To strengthen employees' well-being, health and safety, work-life balance, professional development skills training, diversity, inclusion programs, the level of involvement and commitment will be given more attention and focus in the employees' job.

3. Push for green bank initiatives: The aim here is to push forward paperless and renewable banking, make digital transactions and minimal waste sustainable practices.
4. Promote that there is good environmental practice in the use of one's resources as well.
5. Strengthen financial literacy programs within the community, scholarships more, promote health initiatives like food bank programs, rural development, and promote small-business and entrepreneurship; all these require commitment by banks to their communities' requirements.
6. Strengthen the Level of Corporate Governance and Transparency: Such organizations should have good governance, being accountable to their end-users and transparent disclosures, displaying good business ethics, thus enhance the corporate integrity and credibility.
7. Strengthen Management Commitment: Strategic CSR commitment from senior leadership should be communicated through financial support at the top levels, staff engagement and embedding sustainability into the company culture.
8. CSR Training Regularly: Implement the regular training and CSR programs to raise Employee's awareness of the role of CSR in sustainable banking, ethical behavior as well as corporate citizenship practice. ---.
9. Develop CSR Performance Measurement Systems: Banking Institutions need to set up a mechanism for regularly measuring CSR performance against certain specific observable sustainability indicators and global best practices like the Global Reporting Initiative (GRI) and the Environmental, Social and Governance (ESG) frameworks.

12. Conclusion

The relationship between the Strategic Corporate Social Responsibility (CSR) Practices and Organizational Sustainability is under study through an inquiry on Bangalore Banking Sector. Based on interviews with 300 employees of a particular banking organization, the study provides empirical evidence and reveals that Strategic CSR Practices significantly contribute to Organizational Sustainability. Statistical support for both hypotheses were obtained by Pearson Correlation and Simple Linear Regression analyses. By analyzing the data and finding that banking organisations that conduct successful CSR practices have more sustainable systems, with better stakeholder relations, good reputation and commitment, good employee commitment, high environmental considerations, also long term performances of institutions.
The results of strategic CSR indicated in most cases that it gave a much larger meaning to the sustainability of organizations through the vast majority on which it turned out to be the key reason which has been confirmed to constitute a large factor in sustaining competitive advantage of businesses. In addition, the research also highlights the importance of **Stakeholder Theory** and the **Triple Bottom Line**, suggesting that effective organizations must take into account financial, social and environmental responsibilities. So CSR has to be a strategic investment in the organization, not just a cost of compliance or a form of charity. From the theoretical and practical point of view, this research has contributed one more element to the literature from sustainable banking about Indian banking sector. Policymakers, banking executives, CSR managers, and researchers interested in establishing sustainable business practices and promoting business sustainability will benefit from the findings of their research.

In summary, the study concludes, Thus, strategic CSR Practices are required for long-run Organizational Sustainability and the need of CSR Practices in achieving Organizational Sustainability in the Bangalore banking market for the business of Bangalore. Organizations that embed CSR in the effective execution of CSR within the strategic pursuit of business are better able to optimize stakeholder value, reinforce competitive position and achieve sustainable growth, and stay ahead in a rapidly changing, and increasingly socially responsible business atmosphere if only they integrate the business into the practice of planning and execution.

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