

DATA ANALYSIS AND RESULTS

Following the data collection phase, each type of data underwent a coding process in preparation for statistical analysis. Initially, the data were inputted into MS-Excel and subsequently transferred to SPSS for in-depth examination. This chapter relies on the outcomes derived from this data, which have been carefully reviewed, for discussion and comprehension. Leveraging SPSS, the PROCESS Macro, and AMOS statistical tools, we conducted a comprehensive data analysis encompassing various techniques such as data tabulation, graphical representations, mean and median calculations, correlation assessments, hypothesis testing, and model fit evaluations. To validate our measurement model, Confirmatory Factor Analysis was employed. The chapter culminates with the presentation of a structural equation model and the utilization of the PROCESS Macro to illustrate the relationships and mediation effects among the latent constructs under investigation in our study.

Response Rate

The study encompassed a sample of 405 employees working in banks and post offices located in the Tricity and its adjacent regions. In the data collection phase, we distributed approximately 1160 questionnaires, resulting in the receipt of 438 fully completed questionnaires. The non-response rate, comprising respondents who either declined participation due to time constraints or submitted duplicate responses to the same question, stood at 34.91%. This response rate is noteworthy, signifying a significant level of participation and engagement from the study's participants.

Data Screening

In our dataset, we encountered 33 incomplete questionnaires, necessitating the use of data imputation techniques to address the missing values effectively. An examination of the standard deviation of responses indicated that there were no instances of unengaged or indifferent responses, ensuring the completeness of the data. Additionally, it's noteworthy that there were no extreme outliers identified during the course of this study. This meticulous data collection process was conducted personally by the researcher at each data collection point and sample, contributing to the data's reliability and accuracy.

Furthermore, it's important to highlight that all the indicators exhibited reasonably normal distributions in terms of skewness and kurtosis, which is particularly notable given the substantial size of our sample (as per Rose et al., 2015). This normality in the distribution of indicators enhances the robustness of our data analysis and supports the validity of the statistical techniques employed in our research.

Table 1. The table summarizes the respondent demographics

Demographic Profile N=405	Frequency	Percentage
Gender		
Male	239	59.01
Female	166	40.99
Age		
16-25	119	29.38
26-35	158	39.01
36-45	112	27.65
More than 45	16	3.95
Educational Background		

Bachelors	182	44.94
Master & Above	223	55.06
Length of service		
< 10 years	196	48.4
10 – 20 years	116	28.64
More than 20 years	93	22.96
Indicate your Current Position		
Cashier	92	22.72
General banking officer	143	35.31
Operation Manager	92	22.72
Branch Manager	78	19.26
Type of Ownership		
Government owned Institutions	165	40.74
Private Institutions	240	59.26
Type of institution		
Banks	256	63.21
Post Offices	149	36.79

Source: Author's Compilations

In this study, we examined the demographic profile of a sample population consisting of 405 employees from the post office/ banking sector within North India. Our analysis of the gender distribution revealed that the majority of the sample is male, comprising 59.01% of the total, while females constitute 40.99%. Regarding age, the highest proportion falls within the age group of 26-35, accounting for 39.01%, closely followed by the 16-25 age group at 29.38%. In terms of educational background, a significant 55.06% of the participants hold master's

degrees or higher qualifications, while 44.94% possess bachelor's degrees. Exploring the length of service, the majority of respondents (48.40%) have less than 10 years of experience in the banking sector. When assessing current positions, general banking officers dominate the sample at 35.31%, followed by cashiers (22.72%), operation managers (22.72%), and branch managers (19.26%). Under the type of ownership the Government-owned institutions comprise 165 (40.74%) of the total, while private institutions constitute the remaining 240 (59.26%). Lastly, in the "Type of Institution" category, banks dominate with 256 (63.21%) institutions, and post offices account for the remaining 149 (36.79%).

Descriptive Statistics

The outcomes presented in Table 2 provide a detailed descriptive analysis of the collected data. This analysis includes key statistical measures such as the Mean, Skewness, Standard Deviation, and Kurtosis, which collectively contribute to a more comprehensive understanding of the dataset.

Table 2: *Descriptive statistics of the constructs*

	N	Sum	Mean	Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
SOO1	405	1733	4.28	.628	-.294	.121	-.656	.242
SOO2	405	1737	4.29	.643	-.352	.121	-.705	.242
SOO3	405	1750	4.32	.642	-.410	.121	-.697	.242
SOO4	405	1749	4.32	.629	-.369	.121	-.673	.242
SOO5	405	1744	4.31	.637	-.368	.121	-.690	.242
ENO1	405	1761	4.35	.613	-.375	.121	-.660	.242

ENO2	405	1755	4.33	.617	-.359	.121	-.659	.242
ENO3	405	1759	4.34	.608	-.344	.121	-.658	.242
ENO4	405	1752	4.33	.619	-.351	.121	-.660	.242
ENO5	405	1751	4.32	.619	-.344	.121	-.658	.242
ENO6	405	1756	4.34	.614	-.352	.121	-.657	.242
ECO1	405	1713	4.23	.605	-.153	.121	-.508	.242
ECO2	405	1729	4.27	.605	-.204	.121	-.574	.242
ECO3	405	1697	4.19	.577	-.031	.121	-.270	.242
SCA1	405	1706	4.21	.592	-.098	.121	-.415	.242
SCA2	405	1704	4.21	.586	-.072	.121	-.368	.242
SCA3	405	1706	4.21	.596	-.111	.121	-.436	.242
SCA4	405	1702	4.20	.600	-.111	.121	-.435	.242
SCA5	405	1713	4.23	.625	-.209	.121	-.600	.242
SCA6	405	1709	4.22	.608	-.153	.121	-.509	.242
MTO1	405	1729	4.27	.584	-.126	.121	-.516	.242
MTO2	405	1731	4.27	.598	-.188	.121	-.564	.242
MTO3	405	1737	4.29	.587	-.165	.121	-.568	.242
MTO4	405	1747	4.31	.608	-.286	.121	-.637	.242
MTO5	405	1745	4.31	.585	-.187	.121	-.608	.242
MTO6	405	1738	4.29	.584	-.154	.121	-.569	.242
SPF1	405	1769	4.37	.634	-.491	.121	-.658	.242
SPF2	405	1769	4.37	.626	-.465	.121	-.655	.242
SPF3	405	1758	4.34	.651	-.477	.121	-.702	.242
SPF4	405	1763	4.35	.646	-.492	.121	-.684	.242
SPF5	405	1766	4.36	.628	-.455	.121	-.661	.242

Source: Author's Calculations

Reliability Testing

Table 3 Reliability statistics for "Societal orientation"

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.892	.892	5

Source: Author's Calculations

Table 3.1 Item Statistics

	Mean	Std. Deviation	N
SOO1	4.28	.628	405
SOO2	4.29	.643	405
SOO3	4.32	.642	405
SOO4	4.32	.629	405
SOO5	4.31	.637	405

Source: Author's Calculations

Table 3.2 Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
SOO1	17.23	4.848	.656	.442	.886
SOO2	17.22	4.615	.734	.541	.869

SOO3	17.19	4.631	.730	.550	.870
SOO4	17.20	4.553	.785	.636	.857
SOO5	17.21	4.546	.775	.622	.859

Source: Author's Calculations

The reliability assessment of the "Societal Orientation" factor yielded a commendable score of 0.892, surpassing the widely accepted threshold of 0.7, as specified by Hair et al. (1998). Table 3, Table 3.1 and Table 3.2 provides a comprehensive overview of the reliability analysis conducted on the "Societal Orientation" factor, comprising five variables. The meticulous examination of item-level reliability within the table indicates that each individual item consistently met or exceeded the established reliability standards.

Table 4 Reliability statistics for "Environmental orientation"

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.970	.970	6

Table 4.1 Item Statistics

	Mean	Std. Deviation	N
ENO1	4.35	.613	405
ENO2	4.33	.617	405
ENO3	4.34	.608	405
ENO4	4.33	.619	405
ENO5	4.32	.619	405

ENO6	4.34	.614	405
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Table 4.2 Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
ENO1	21.66	8.318	.890	.919	.965
ENO2	21.68	8.244	.907	.937	.964
ENO3	21.67	8.332	.895	.810	.965
ENO4	21.68	8.187	.923	.924	.962
ENO5	21.69	8.166	.931	.939	.961
ENO6	21.67	8.389	.865	.778	.968

The factor "Environmental orientation" exhibited a remarkable reliability score of 0.970, comfortably meeting the established standard of exceeding 0.7, as recommended by Hair et al. (1998). Tables 4, 4.2, and 4.3 comprehensively illustrate the reliability analysis conducted on the "Environmental orientation" factor, comprising six variables. A meticulous examination of item-level reliability, as presented in the tables, consistently demonstrates that each individual item met or exceeded the prescribed reliability standards.

Table 5 Reliability statistics for "Economic orientation"

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.912	.912	3

Table 5.1 Item Statistics

	Mean	Std. Deviation	N
ECO1	4.23	.605	405
ECO2	4.27	.605	405
ECO3	4.19	.577	405

Table 5.2 Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
ECO1	8.46	1.264	.799	.653	.895
ECO2	8.42	1.200	.868	.754	.836
ECO3	8.50	1.315	.807	.672	.888

The factor "Economic orientation" demonstrated a commendable reliability coefficient of .912, aligning with the recommended standard of surpassing 0.7, as outlined by Hair et al. in 1998. Tables 5, 5.1, and 5.3 provide a comprehensive presentation of the reliability analysis conducted for the "Economic orientation" factor, comprising three variables. A meticulous examination of item-wise reliability, as depicted in the tables, consistently affirms that each individual item's reliability measurements met or exceeded the established standards.

Table 6 Reliability statistics for "Sustainable Competitive Advantage"

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
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.925	.925	6
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Table 6.1 Item Statistics

	Mean	Std. Deviation	N
SCA1	4.21	.592	405
SCA2	4.21	.586	405
SCA3	4.21	.596	405
SCA4	4.20	.600	405
SCA5	4.23	.625	405
SCA6	4.22	.608	405

Table 6.2 Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
SCA1	21.07	6.557	.839	.803	.903
SCA2	21.08	6.536	.859	.812	.901
SCA3	21.07	6.661	.791	.711	.910
SCA4	21.08	6.674	.780	.662	.911
SCA5	21.05	6.754	.710	.727	.921
SCA6	21.06	6.793	.722	.729	.919

The factor of "Sustainable Competitive Advantage" exhibited a robust reliability coefficient of .925, aligning with the recommended standard of exceeding 0.7, as prescribed by Hair et al. (1998). Tables 6, 6.1, and 6.3 provide an exhaustive presentation of the reliability analysis

conducted for the "Sustainable Competitive Advantage" factor, comprising six variables. A thorough examination of item-level reliability, as delineated in the tables, consistently confirms that each individual item's reliability measurements met or exceeded the established standards.

Table 7 Reliability statistics for "Market orientation"

Cronbach's Alpha	Cronbach's Alpha Based on	
	Standardized Items	N of Items
.944	.944	6

Table 7.1 Item Statistics

	Mean	Std. Deviation	N
MTO1	4.27	.584	405
MTO2	4.27	.598	405
MTO3	4.29	.587	405
MTO4	4.31	.608	405
MTO5	4.31	.585	405
MTO6	4.29	.584	405

Table 7.2 Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
MTO1	21.48	6.834	.868	.771	.929

MTO2	21.47	6.893	.819	.701	.935
MTO3	21.46	6.972	.809	.675	.936
MTO4	21.43	6.919	.793	.640	.938
MTO5	21.44	6.875	.849	.790	.931
MTO6	21.45	6.897	.844	.791	.932

The reliability of the factor “Market orientation” was found to be .944 which is as per the standard of more than 0.7 (Hair et al., 1998). Table 7, 7.1 and 7.2 shows the reliability analysis of the factor “Market orientation” which consists of 6 variables and the item wise reliability was measured and as per the table each item when measured was found to be as per standards.

Table 8 Reliability statistics for “Sustainability Performance”

Cronbach's Alpha	Cronbach's Alpha Based on	
	Standardized Items	N of Items
.891	.891	5

Table 8.1 Item Statistics

	Mean	Std. Deviation	N
SPF1	4.37	.634	405
SPF2	4.37	.626	405
SPF3	4.34	.651	405
SPF4	4.35	.646	405
SPF5	4.36	.628	405

Table 8.2 Item-Total Statistics

	Scale	Corrected	Squared	Cronbach's	
Scale Mean if	Variance if	Item-Total	Multiple	Alpha if Item	
Item Deleted	Item Deleted	Correlation	Correlation	Deleted	
SPF1	17.42	4.814	.666	.488	.883
SPF2	17.42	4.819	.676	.496	.881
SPF3	17.45	4.600	.733	.547	.868
SPF4	17.44	4.479	.794	.915	.854
SPF5	17.43	4.518	.807	.916	.851

The reliability of the factor “Sustainability Performance” was found to be .891 which is as per the standard of more than 0.7 (Hair et al., 1998). Table 8, 8.1, 8.2 shows the reliability analysis of the factor “Sustainability Performance” which consists of 5 variables and the item wise reliability was measured and as per the table each item when measured was found to be as per standards.

Quality checks of data

Before the data was run for Confirmatory analysis biases the data was checked they are as follows.

Common Method bias (CMB) – An exploratory factor analysis (EFA) was conducted without any rotation, utilizing all the statements to produce a single factor. If this single factor were to account for 50% or more of the variance, it would raise concerns about Common Method Bias (CMB) within the study. However, the findings from the current study indicate that the single factor generated accounts for only 34.447% of the variance, falling

below the 50% threshold. Consequently, there is no evidence of Common Method Bias in the study, as confirmed by the results presented in Table 9.

Table 9. Total Variance Explained

Component	Extraction Sums of Squared					
	Initial Eigenvalues			Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	10.678	34.447	34.447	10.678	34.447	34.447
2	4.940	15.937	50.384			
3	3.105	10.016	60.399			
4	2.084	6.723	67.122			
5	1.996	6.438	73.560			
6	1.369	4.415	77.975			
7	.783	2.526	80.502			
8	.636	2.053	82.555			
9	.598	1.929	84.483			
10	.466	1.503	85.986			
11	.443	1.429	87.415			
12	.412	1.328	88.743			
13	.363	1.170	89.913			
14	.328	1.057	90.970			
15	.298	.962	91.931			
16	.289	.932	92.863			
17	.259	.835	93.698			

18	.249	.802	94.500
19	.242	.782	95.282
20	.225	.724	96.006
21	.206	.664	96.670
22	.172	.556	97.226
23	.155	.500	97.727
24	.135	.435	98.161
25	.132	.425	98.587
26	.108	.347	98.934
27	.103	.332	99.266
28	.085	.274	99.540
29	.081	.260	99.800
30	.041	.133	99.934
31	.021	.066	100.000

Extraction Method: Principal Component Analysis.

Non-Response bias- We assessed this using an independent sample t-test. The results of the t-test indicate that there is no statistically significant difference in the mean values between two groups: the early respondents (ER) and the late respondents (LR), across various factors. This finding strongly suggests that there is no presence of non-response bias in the study, as corroborated by the data presented in Table 10.

Table 10. *Non-Response Bias*

Constructs	Non-Response	Paired Differences			Sig. (2-
		Mean	Std.	Std.	

				Deviation	Error	tailed)
					Mean	
	Pair 1	SOO1 - SOO1L	-0.1	0.84	0.12	0.06
	Pair 2	SOO2 - SOO2L	-0.4	0.83	0.12	0.64
	Pair 3	SOO3 - SOO3L	-0.28	0.83	0.12	0.36
	Pair 4	SOO4 - SOO4L	-0.24	0.77	0.11	0.25
	Pair 5	SOO5 - SOO5L	-0.26	0.83	0.12	0.74
	Pair 6	ENO1 - ENO1L	-0.26	0.75	0.11	0.07
	Pair 7	ENO2 - ENO2L	-0.2	0.88	0.12	0.64
Environmental	Pair 8	ENO3 - ENO3L	-0.16	0.82	0.12	0.31
orientation	Pair 9	ENO4 - ENO4L	-0.24	0.74	0.11	0.77
	Pair 10	ENO5 - ENO5L	-0.18	0.87	0.12	0.56
	Pair 11	ENO6 - ENO6L	-0.16	0.77	0.11	0.08
	Pair 12	ECO1 - ECO1L	0.08	0.90	0.13	0.53
Economic	Pair 13	ECO2 - ECO2L	-0.16	0.84	0.12	0.29
orientation	Pair 14	ECO3 - ECO3L	-0.06	0.82	0.12	0.41
	Pair 15	SCA1 - SCA1L	-0.5	0.81	0.12	0.51
	Pair 16	SCA2 - SCA2L	-0.46	0.79	0.11	0.20
Sustainable	Pair 17	SCA3 - SCA3L	-0.56	0.88	0.13	0.34
Competitive	Pair 18	SCA4 - SCA4L	-0.5	0.93	0.13	0.34
Advantage	Pair 19	SCA5 - SCA5L	-0.32	0.87	0.12	0.66
	Pair 20	SCA6 - SCA6L	-0.26	0.85	0.12	0.78
	Pair 21	MTO1 - MTO1L	-0.38	0.78	0.11	0.30
Market	Pair 22	MTO2 - MTO2L	-0.4	0.81	0.11	0.22
orientation	Pair 23	MTO3 - MTO3L	-0.42	0.91	0.13	0.42

	Pair 24	MTO4 - MTO4L	-0.18	0.94	0.13	0.07
	Pair 25	MTO5 - MTO5L	-0.4	0.78	0.11	0.33
	Pair 26	MTO6 - MTO6L	-0.28	0.86	0.12	0.16
	Pair 27	SPF1 - SPF1L	-0.82	0.66	0.09	0.06
Sustainability	Pair 28	SPF2 - SPF2L	-0.82	0.75	0.11	0.08
	Pair 29	SPF3 - SPF3L	-0.88	0.75	0.11	0.06
Performance	Pair 30	SPF4 - SPF4L	-0.8	0.76	0.11	0.07
	Pair 31	SPF5 - SPF5L	-0.82	0.77	0.11	0.20

Social Desirability Bias

Social desirability bias refers to the inclination of individuals to portray themselves in a favourable or socially acceptable manner rather than providing honest or accurate responses. In research studies or surveys, this form of response bias can manifest when participants alter their answers to conform to societal norms or to avoid criticism.

People may succumb to social desirability bias for various reasons, including a desire to be well-liked, a need to evade criticism or punishment, or a wish to adhere to social conventions. Due to the erroneous or skewed responses it engenders, this bias has the potential to compromise the validity and reliability of research findings.

To address this bias, a statement was included in the questionnaire indicating that the data collected would be used for academic purposes, with an assurance of data confidentiality.

Measurement Model

Measurement models frequently provide internal consistency estimates and evidence of convergent and discriminant validity. In other words, they employ more stringent checks for construct reliability and validity (Bagozzi, 1980; Fornell and Larcker, 1981; Garbing and Anderson, 1988).

The proposed hypotheses were assessed within the measurement model through confirmatory factor analysis (CFA) in AMOS. The validity and reliability of the measurement model (Figure 1) should be sound in order to evaluate critical interrelationships within the structural model (Fornell and Larcker, 1981; Ifinedo, 2006).

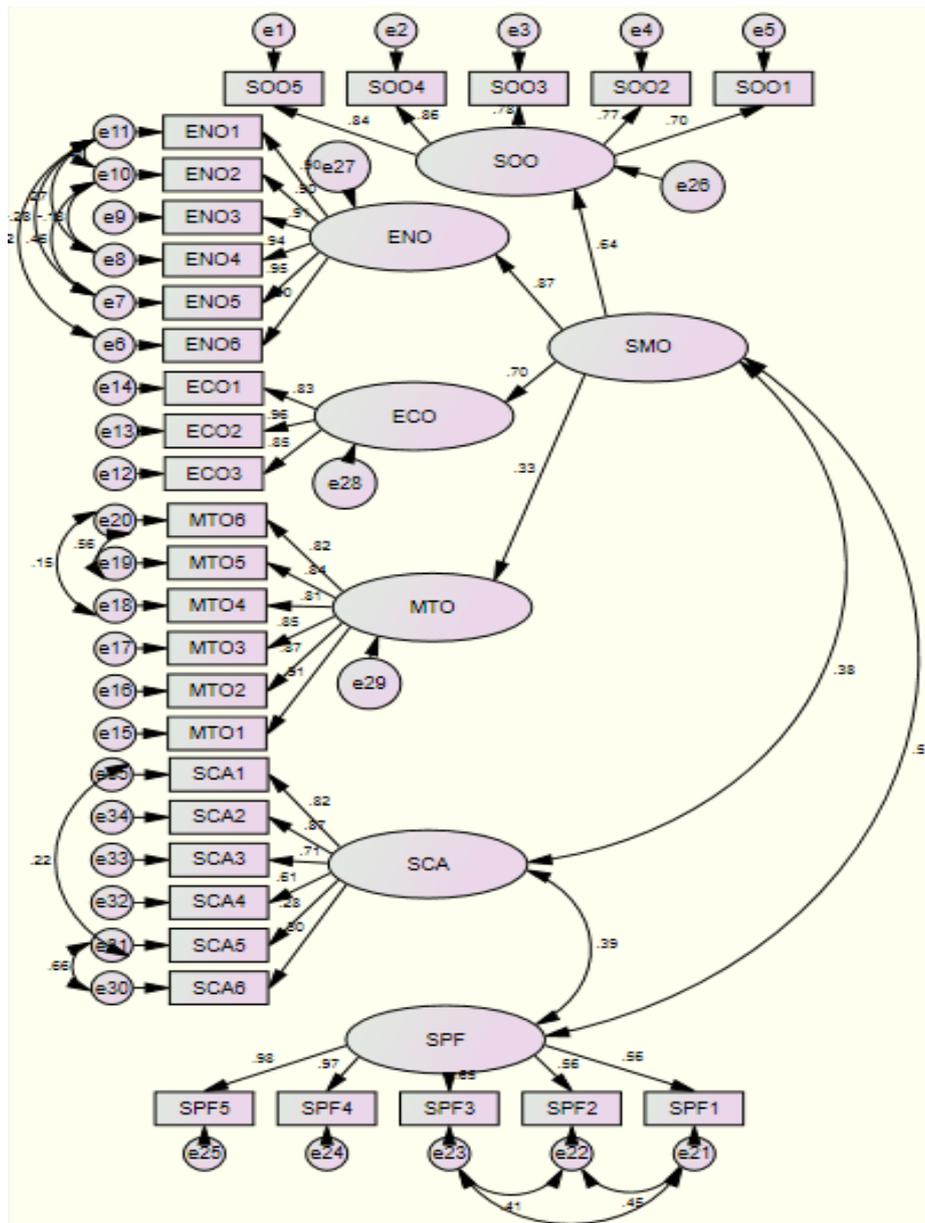


Figure 1: *Measurement model*

Source: *Authors compilation*