

A STUDY ON EMPLOYEES' PERCEPTION OF
ORGANIZATION CORPORATE SOCIAL
RESPONSIBILITY TOWARDS EMPLOYEE
COMMITMENT AND ORGANIZATION
PERFORMANCE

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I hereby declare that:

- (1) This Research Project is the end result of my own work and that due acknowledgement has been given in the references to all sources of information be they printed, electronic, or personal.
- (2) No portion of this research project has been submitted in support of any application for any other degree or qualification of this or any other university, or other institutes of learning.
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ABSTRACT

The concept of increasing corporate wealth is now vanishing against the broader concept of organizational success. Today the most important matter for corporations is sustainable growth, especially in the era of global recession. Corporations have also realized the multifaceted benefits of corporate social responsibility (CSR) and are paying great attention to incorporate it in all spheres of business strategies. CSR are being used by corporations to strengthen its relationships with different stakeholders including customers, investors, government, suppliers, and employees. (Imran Ali, 2010)

CSR in Malaysia has gradually gained momentum. Major local organizations, as well as multinational corporations (MNC's) are the major players in CSR implementation in Malaysia due to the fact that they use CSR as a public relations tool and some of them tend to use charity donations as a mechanism to enhance their public relations practice. CSR has also been adopted by certain organizations based on considerations regarding cost reduction, investments in quality management, human resource development, and product and corporate branding. Organizations are aware that CSR provides them some benefits. (Isa, 2012)

This research explores the relationship between the employees' perception of CSR towards employees' commitment and organizational performance. The study focuses on 3 dimension of the employees' perceived CSR; motivation, fit and investment with the output variables which includes organizational citizenship behavior and personal social action. The target population for this research is 200 employees'. The survey designed would be distributed to the employees' working in Malaysian accounting organizations. Secondary data would be used for the literature review of this research and the primary data collected from employees' by questionnaire would be used for discussion in the later chapters.

This study will provide the guidance on how employees' perceive their organization's CSR activities and to improve their commitment towards their organization.

CHAPTER 1

RESEARCH OVERVIEW

1.1 Introduction

Presently, business bodies place significance on corporate social responsibility (CSR) and are connecting CSR idea into their business operations. To achieve maintainable achievement, a business organization must have the capacity to react to the opportunities that the general public has placed upon it. That is the purpose why “corporate social responsibility” is a key issue of concern for the business area (Changchutoe, 2012).

Participants to be included in the CSR practice are those having chances to influence or to be influenced, both positively and negatively by the organizations’ business operations. Among the participants, employees’ are considered as a major concern because they are the esteemed assets of the organization. CSR supports the employees’ philanthropic activities and also spreads stewardship and improvement of employees’ to achieve viable growth in conjunction with the organization (Changchutoe, 2012).

Employees with noble citizenship of all business groups and mindful of their social obligation, will perceive and take an interest in the organization's CSR efforts. They can be the key driver of the concrete and effective execution of the organization's CSR activities. Indeed, this study aims to explore the relationship between the employees' perception of CSR towards employees' commitment and organization.

Organization nowadays realize that good performance on social activities can give benefits like possible positive relation with financial performance, customer satisfaction, customer positive evaluation and stakeholders intent to commit personal resources for the organization. CSR initiatives would relatively influence employees' commitment to organization. The influence of CSR activities on employees' and how they perceive social performance are getting considerable attention. Previous studies have shown that CSR initiatives enhance employee commitment towards their organization (Kharisma, 2013).

1.2 Background of the Study

CSR activities has transformed into a worldwide necessity in order to stay competitive among the growing competitors and to attract more customers by building their goodwill among the general public through engaging into social service initiatives which involves donations to foundations, community programs, enhancing employees' diversity and reducing environmental impact. In Rizwana Bashir's (2012) study, he stated that profits are achieved by the organizations from performing such CSR activities. Moreover, organizations are able to improve their corporate image in the midst of their customers which allows them to engage quality to prospective and existing employees'.

Accordingly, CSR activities have turned into an essential part of business practice, notwithstanding the type of industry it is in. Substantial funds from the organizations' annual budget are allocated which will be classified as 'investment' in the context of public services (Rizwana Bashir, 2012). CSR is depicted as an

organizations' obligation to minimize or remove any destructive impact and make the most of its long-run advantageous impact on society (Imran Ali, 2010).

CSR has been critically acclaimed as a vital activity due to the reason that it serves as a foundation for organizations to expect competitive advantage by means that CSR enables to expand or cultivate better associations with the other socially responsible organizations as well as customers and employees'. Furthermore, such principles that the organization indulges should be taken as an opportunity to be able to convey them to its valued employees' which will allow them to be more involved and motivated and this will then enhance the organizations' competitive advantage that is essential to achieve improved understanding about CSR. Hence, if employees' perceive positively the importance of improving its organizations' competitive advantage, then they be more committed towards the organization (Thomas F. Madison, 2012).

Organizations has the opportunity to share its CSR principles with its employees' by supporting volunteerism and consecutively able to obtain employees' with more motivated and engaged which leads to organizations' securing its competitive advantage. In accordance to this, when the employees' believe that they are responsible for such advantage, this will then create greater organizational commitment among them and signifies that CSR through organization sponsored volunteerism is essential to be improved (Thomas F. Madison, 2012).

Common research found on CSR moves about the business performance, end user manners plus its significances on environment. Positive outcomes of CSR on the consumers behaviours was confirmed to be strengthened by several research studies. However there were less studies conducted to observe the perceived CSR through an employees' point of view and its impact towards their organizational commitment. CSR practice was suggested to create a firm association with the organization to achieve improved commitment and organizational performance (Imran Ali, 2010).

Along these lines, this study is centered around the employees' with respect to their perceptions of CSR and its relationship towards the employees' commitment and organizational performance. Some relationships were proposed to develop a

conceptual model which represents the research study. A significant positive relationship was proposed between the employees' perceptions of CSR towards the organization commitment and this proposed structure also reflects that employees' perceptions of their organizations' CSR has a positive association towards the organizational performance. In addition, employees' commitment was addressed with possible two behaviours implicated by the employees'.

1.3 Problem Statement

CSR has developed into a progressively more significant subject now in recent corporate environments. Development in organizations' status and proceeds are some of the examples of the positive influence of CSR implementation on the corporate performance which was the outcome of a rapid dispersion of CSR practices. Subsequently, the impact on corporate financial performance (CFP) and customer relationship management was explored by preceding research (Yongrok Choi, 2014).

Employees' were given less attention concerning CSR because major studies were focused on customers despite the fact that CSR has fascinated growing consideration. Employees' are considered as the vital part of an organization and it is therefore necessary to to assess the influence of CSR on employees'. Additionally, previous studies were clearly uncertain about the association between employees' perceived CSR and the organizational performance which reported either positive, negative or even impartial (Yongrok Choi, 2014).

Yongrok Choi, in her studies, stated that the relationship between CSR practices and organizational performance was reported to have some missing links and she added that this was because the potential influence of employees' towards this said relationship was not assessed at by certain research studies. Studies involving CSR have not fully explored how organizational performance impacts individual employee behaviors nor examined the attributes of an individual comprising stakeholder groups such as employees' (Mohammad Hakimy Abdullah, 2012).

Since employees' are considered to be responsible for bringing up their organizations' competitive advantage, it is therefore, important to enhance the understanding concerning by what means the perceived CSR of employees' is able to create higher commitment level towards the organization. Thus, it is well said that this study is focuses to assess the relationship between the perception of employees' on CSR towards their commitment to the organization and the influence on the organizational performance.

1.4 Research Objective(s)

The research objective is to cultivate comprehensive associations with employees' organizations by using corporation social responsibility (CSR) as a strategic tool. Corporate social responsibility is being used by top organizations to launch respectable relationships not only with external stakeholders but also internal stakeholders for example employees' (Imran Ali, 2010).

This study seeks to address the gap and weaknesses of the aforementioned research by analyzing the relationship between employees' perception of CSR towards employees' commitment and organization performance. The objectives of this research are as below:

1.4.1 General Objective

The general objective is to study the association between employees' perceptions of its organizations' CSR towards the employees' commitment and organizational performance. The purpose of this study is also to study the relationship between employees' commitment and organizational citizenship behaviour and personal social action.

1.4.2 Specific Objectives

The specific objectives are derived from the general objective. The following are the specific objectives derived for this study:

- a) Evaluating if employees' perceptions of CSR has a significant relationship towards their organizational commitment
- b) Studying if employees' perceptions of CSR has a significant association towards the performance of their organization
- c) Assessing if commitment of an employee has a significant relationship towards the organizational citizenship behavior
- d) To study the relationship between employees' commitment and personal social action.

1.5 Research Question(s)

After reviewing the problem statement and the objectives of the research, the research questions were developed:

- a) How will the perceptions of CSR through employees' influence their commitment towards the organization?
- b) How will the perceptions of CSR through employees' influence the organizational performance?
- c) Does employees' behavior affect the relationship between employees' perceptions of CSR towards their commitment?

1.6 Hypotheses of the Study

The hypotheses have been developed in relation to the research questions:

Hypothesis 1: Employees' perceptions of CSR are associated positively towards employees' commitment

Hypothesis 2: Employees' perceptions of CSR are correlated positively towards the performance of their organization.

Hypothesis 3: Employees' commitment has a positive association towards employees' organizational citizenship behavior (OCB)

Hypothesis 4: Employees' commitment has a positive association towards employees' personal social action (PSA)

1.7 Significance of the Study

Since the preceding studies focused only on customer and consumers, this research study will focus on the influence of CSR on the employees' of organizations'. There are two arbitrating variables suggested by the theoretical model integrated in this study which are employees' organizational citizenship behaviour and personal social action and these variables are incorporated to assess the relationship between these variables towards employees' commitment. Current study was intended to emphasize on Malaysian accounting organizations since previous research was done based primarily on established countries.

As employees' in accounting organizations plays a crucial role in areas which are closely related to CSR such as reporting, transparency, ethics, compliance with legal regulations and communication with stakeholders, recent accounting scandals resulting bankruptcies, has highlighted the importance of CSR especially in the area of accounting. In spite of the increasing attention in CSR in this area, there is surprisingly little empirical evidence on the perception of accountants of CSR (Halil Emre Akbas, 2011).

This study investigates whether employees' in accounting organizations, according to their own perceptions, are more likely to value social responsibility. Recent high-profile corporate scandals such as Enron and WorldCom have focused the public's attention on accountants in public accounting and industry. This study uses a sample of employees' working in public and private accounting organization to determine if the perceived CSR in their work environment has an effect on their perception of social responsibility. The results will shed light on the importance of integrating CSR into the corporate culture of accounting organizations (Elias, 2005).

Employees' organizational citizenship behaviour (OCB) and its relationship with their organization commitment is essential to gain better understanding due to the fact that it helps to establish an efficient and successful operations of the organization although OCBs are not expressly compensated and are optional. Employees' personal social action (PSA) is also imperative as it can lead to the achievements of social activities by the organization. Subsequently, this study proposed to enhance the relationships between employees' commitment and OCB as well as PSA (Alfaro-Barrantes, 2012).

1.8 Chapter Layout

Five chapters will be assessed in this research study and a brief summary of each chapters is explained below:

Chapter 1: Introduction

Introduction will discuss the research background and problems, significance of this study and objectives and hypotheses of this study will also be highlighted.

Chapter 2: Literature Review

Literature review comprises of related literature discussed or elaborated and further described about CSR, organizational performance, employees' commitment, and other theories and variables to gain an understanding about this research topic. Hypotheses of this study will also be elaborated. Other resources of information or journal articles are utilized as reference.

Chapter 3: Research Methodology

Research methods and data analysis that was used to examine this study will be explained and this includes research design, sampling method, data collection method and other procedures.

Chapter 4: Research Result

The outcomes of the statistical analysis is covered in this section. The results of this study are derived from SPSS version 17.0. Relevant tables and explanations are included for all related tests required.

Chapter 5: Discussion and Conclusion

This chapter includes a detailed discussion regarding the results. Recommendations, implication of the study and the conclusion are also discussed in this chapter.

CHAPTER 2

LITERATURE REVIEW

2.1 Introduction

This section offers a broad analysis of literature that supports the investigation of this research. The literature review begins with the definition and elaboration about the whereabouts and background of CSR as well as highlighting the importance of CSR implementation in organizations. The developments of this research study along with explanation about the measured three variables in line with the employees' motivation, investment and fit which are derived from the perceived impressions of the employee's social responsible initiatives which is inclusive in this chapter.

Chapter 2 also progresses with the influence towards employees' commitment in relation to CSR activities implemented by organizations'. This chapter concludes by underlining the evolvement of this research study's hypotheses and its theoretical framework which was developed for this research purpose to imply the variables being studied.

2.2 Corporate Social Responsibility – Definition

A good and usable definition of CSR, especially when developing a theory, is one that does not interpret what the responsibilities of the organization should be. A good definition should be acceptable by academics and practitioners of any discipline and political conviction, and should work under any model of the organization – also the traditional purely commercial model. Such a definition defines CSR as encompassing “the economic, legal, ethical, and discretionary expectations that society has of an organization at a given point in time”. This is a good definition because it defines CSR as what it is: something fluid and ever-changing, and in fact a gauge of the business-society relationship itself (Inga Kristofferson, 2005).

Manal El Abboubi (2012) found in his study, denoting the meanings and clarifications of each word of “Corporate Social Responsibility”. He stated that this word originated from an Anglo-American notion. He analyzed the word using etymology which depicts the history of words, their origins and how their form and meaning. Therefore, the word “being responsible” represents the Latin word, “respondere” which means “to answer for”. In the philosophy area, it was established that the word “responsibility” was one of the smallest concept word formed. Manal further explained that a person is recognized as responsible when the person is vibrant or opened up to someone or to a group and that person should hold responsible for something, or to someone that one has to effectively report. Moreover, Manal also highlighted a misperception that arose from the word “responsibility” that was interpreted into French from the English word “social” in which it was denoted as two separate meaning, “social” and “societal”. “Social” signifies the organizations’ employees’ and “societal” signifies the society as a whole (Manal El Abboubi, 2012).

According to Smith (2011) corporate social responsibility is well-defined as a business organization that empowers the production and dispersal of capital for the advancement of its stakeholders through the employment and incorporation of principled systems and maintainable organisation practices. The crucial “parts” of the definition comprise: the manufacture and dispersal of wealth, stakeholder management, creating a principled system and supportable management practices.

Each of the parts of the anticipated definition cannot be executed as individual programs, neither can any be omitted. A system thinking approach is needed to enable corporations to achieve “the interrelationships” rather than linear cause-effect chains and seeing procedures of change relatively than snapshots.

Smith also cited that if the parts of CSR (the “whole”) are achieved separately, critical possessions or functions are absent, which reasons the structure to fail. Besides, by refining the parts of a system independently, CSR may not be enhanced, and most probably will not be improved according to the proposed definition. When applying the concepts of systems thinking to CSR, organizations are able to meet the demands of society and their stakeholders.

Therefore, from the organizations viewpoint, its CSR is the set of moral duties towards other social actors and towards society that the organization assumes as a result of its economic, social, political and of course, ethical reflection on its role in society and on its relationships with those other actors. From the external observer’s viewpoint, it is the set of moral duties that the other agents and society attribute to the organization as a consequence of the role it assumes and its relationship with those actors. In practice, CSR will be the result of a dialogue between the organization and its stakeholders about the obligations of the former and the expectations of the latter (Anotonio Argandona, 2009).

2.3 Corporate Social Responsibility – Origin and its Concept

CSR itself has become a strongly institutionalized feature of the contemporary corporate landscape in advanced industrial economies. The idea that corporations should engage in some form of responsible behavior has become a legitimate expectation. The institutionalization of CSR can be seen in the diffusion of CSR departments within organizations, the spread of stock market indices related to sustainability, the proliferation of branding initiatives and even an International Organization for Standardization (ISO) standard on CSR. These activities are often associated with an understanding that a business case exists for CSR—

namely, corporations will enhance or protect their reputations by visibly engaging in social or other initiatives. But anyone in the CSR field knows that its meaning remains contested. Some might even say that CSR rests upon a paradox between a liberal notion of voluntary engagement and a contrary implication of socially binding responsibilities (Stephen Brammer, 2012).

The concept of CSR originated in the 1950's in the USA but it became prevalent in early 1970s. At that time US had lots of social problems like poverty, unemployment and pollution. Consequently a huge fall in the prices of Dollar was witnessed. Corporate Social Responsibility became a matter of utmost importance for diverse groups demanding change in the business. During the 1980's to 2000, corporations recognized and started accepting a responsibility towards society. Corporate social responsibility (CSR) focuses on the wealth creation for the optimal benefit of all stakeholders – including shareholders, employees', customers, environment and society. The term stakeholder means all those on whom an organization's performance and activities have some impact either directly or indirectly (Amit Kumar Srivastava, 2012).

In correspondence with the Employment and Social Affairs, the European Commission engaged a group which was intended to create a Green Paper On CSR and convey several diverse allies in 2001. Such groups were business organizations', associations of consumers, member countries of government departments and NGOs. Manal El Abboubi (2012) defined CSR as “organizations voluntary integrations of social ecological issues along with its commercial activities related to their stakeholders”. He further clarified that there were two measures which was encountered as social responsible. Those measures were such as voluntarism and exploration for revenue. Voluntarism was signified as the aspiration to move beyond conventions whereas exploration for revenue was signified as the integration of external organizations which is related with its stakeholders.

Preceding studies established the American heritages of the CSR theory. The first concept of CSR was originated from Europe, back at the 19th century with evidence suggesting the achievements obtained with the paternalistic principles and organizational practices. The paternalistic model was improved in the 19th

century which enables endurance of major resemblances with the modern-day CSR practices, without a doubt. Paternalistic practices also elevated disagreement concerning the concealed inspiration, along with a number of arguments between supporters and adversaries. In order to obtain stability among the particular superiors in order to recover the living circumstance of the organizations' employees' and to reserve entrepreneurship in the growth of communism and unionism, as mentioned earlier, such major resemblance deceits in the primary foundation of the paternalistic model (Manal El Abboubi, 2012).

Manal's study also explained further about the paternalistic model indicating that some of its practices have the intention to develop the living environments of the employees'. Such practices are willingness to share business profit among employees' in the form of compensation system, having linked with sensible associations social security institutions such as savings, emergency and retirements funds, and not forgetting engaging with accommodations for employees' with low rent payments or providing admissions to tenure for homes, educational, entertainment and commercial structures.

Manal also stated that the above mentioned practices were engaged progressively by the States which arose by the managements who were inventive in the social security capacity in order to provide the rightfulness to the communalism philosophy.

Generally, the concept of financial reporting and maximizing shareholder value was considered as CSR but nevertheless, in today's world, organizations' have increasingly become accountable and conscious, on top of the financial viability scope, for their actions. It was found that these two concepts were basically signified as the organizations' primary objective and due to this fact; to protect the investments and ownership legitimacy, investors assigns the managers with such responsibility (Sawhny, 2008).

However, it is to be emphasized that CSR is not only compounded to such financial initiatives, but also to transcend the integration with the organizations' mission and core values in order to obtain the Triple Bottom-line Approach of Social, Environmental and Financial Performance (Sawhny, 2008).

In Sawhny's (2008) study, it was pointed that through communication process, organizations are able to achieve their goals by aligning their objectives with stakeholders' expectations. This is according to the Excellence Theory in Public Relations. Sawhny further explained that CSR has extended its influence to those who equally requires to obtain accurate information regarding the sustainable strategy of an organization such as customers, employees' media, suppliers and partners and NGOs and additionally expressing that CSR does not only consider shareholders expectations solely.

Organizations' should focus on improving and securing higher returns from their investments by utilizing efficiently the raw materials, consumption of water, saving the energy and also reducing the compliance costs in which also helps to enhance business intelligence for organizations. This, from a strategic point of view, indicates a well-managed environmental reporting performance. Besides that, through environmental reporting, organizations will be able to benefit from key drivers of such reporting procedure such as new business opportunities, able to improve brand and reputation, maximized shareholder values, increase in employees' motivation and retention and able to identify and mitigate risks and increase in market share (Sawhny, 2008).

2.4 Corporate Social Responsibility in Malaysia

In the Malaysian context, a key point to note is that there have been clear indications by regulators that the development of CSR is encouraged. It is to further notice that the Commission of Securities, also known as SC, observes the definition of CSR in a manner of an usual development with regards of continuing its effort towards the progress to structure respectable supremacy of business corporates.

The SC is also profound to grasp more Malaysian organizations integrate their business supremacy outline with CSR, with the purpose of improving an enhanced business people and also develop gratitude plus contour that shapes the local

organizations towards a perceptive that the investors from either international or even domestic organizations will perceive (Aaron Gerard Sankar, 2008).

On another study, Shirley Chan (2009) cited that previously, Malaysia have developed a significant progress in their CSR initiatives. A noble direction and CSR practices were regularly requested for its implementation which usually will be received through dialogues in several forms, established by affiliates which represents public that is through consultants. The 9th Malaysia Plan plus Master Plan of the CM (Capital Market) also depicts the desire of Malaysia's CSR interest. In order to improve social responsibility, substantial enhancement was established by the PM and Minister of Finance in the 2007 and 2008 budget speech when he publicized necessities of organizations that are public listed towards ensuring testimony to be prepared with regards to its socially responsible activities. This decision was an eye opening towards a rational thoughtful regarding the socially responsible activities for organizations in order developing greater involvement into CSR initiatives.

Shirley also claimed that CSR Malaysia, a distinctive system of business and educational institutions, dedicated to progressing accountability business policy and in Nov 2006, the initiatives were established. It was anticipated that organizations will face impacts towards the public, natural surroundings and the market. Educating the socially responsible awareness was assembled to be a tactic among the Malaysian businesses, to be able to fight the surroundings and public distress so that businesses are encouraged to be accountable for their resolution in the direction of sustainable development.

Precisely, Shirley noted that several organizations who share comparable principles and objectives became business associations of Malaysia's social responsibility plus specified that they will obligate to the regulations. Such associations are Digi, Nestle, Shell, HSBC and Telekom in the middle of other similar associations. Even though fact between the crucial areas of instant concern is raising consciousness and constructing capability on accountable business, CSR Malaysia also targets to reassure Malaysia organizations to embrace universal CSR philosophies and best practices such as signing up to the UN Global Compact.

Most of the local organizations, along with multinational corporations (MNC) are the major players in CSR implementation in Malaysia. These organizations use CSR as a public affairs tool and have a tendency to use charity contributions as an instrument to improve their public relations practice. CSR has also been implemented by certain organizations based on deliberations regarding cost reduction, investments in quality management, human resource development, and product and corporate branding. Organizations do feel responsive that CSR delivers them some welfare (Isa, 2012).

In Malaysia, although we are not a member of OECD and only recognized as a developing country but the degree of awareness and engagement in CSR is not at an ignorance stage. This is because the Malaysian government played its leadership role in taking the initiative to ensure the country remains competitive both for local and foreign investors. Post-crisis, in 1998 the Malaysian Finance Committee on Corporate Governance (FCCG) was formed to handle issues related to corporate transparency, accountability, and responsibility which herein extended to CSR (Bryan Ching-Wing Lo, 2011).

For the purpose of prospective growth, CSR has been established into the existing structure of supervisory and establishment of the institutions best practices by the Malaysian Government in order to promote its amenability. Malaysian Prime Minister, Datuk Seri Najib Tun Razak has put on a request to ensure beneficial deliberations of organizations towards the society and environment as well as the well-being of the economy. He also further suggested organizations should imply resolutions in businesses for the purpose of embracing CSR and adapting to its principled values. The 9th Malaysia Plan has covered to balance enforcement of regulatory with correspondence to this from 2006 to 2010 with the government's effort which was stated in Chapter 25 (Isa, 2012).

According to Isa (2012), Environment Quality Act (1974), Anti-corruption Act (1977) and Human Rights Commission Malaysia Act (1999) were some of the examples of CSR elements that was established in Malaysian legislation. Well known organization, such as Minority Shareholders Watchdog Group (MSWG) has been recognized to conduct programs which help to create awareness and to encourage private organizations to implement and develop its code of ethics. On

top of that, to guide ethical integrity among organizations, Malaysia has also implemented Business Ethics Institute of Malaysia (BEIM).

In view of the above, it is a clear message to the Malaysian organizations that they no longer can ignore CSR and take it lightly if they want to achieve business success together with all the 'greater partners' namely all the members of society. This is because CSR involvement would improve long term profitability. Another benefit for organizations adopt CSR is the enhancement of corporate reputation and goodwill. Therefore, Malaysian organizations should incorporate CSR into an organization's strategies and be a part of the boardroom agenda (Bryan Ching-Wing Lo, 2011).

2.5 Employees' Perception and Corporate Social Responsibility

According to Rizwana Bashir (2012), further studies was conducted to observe diligently the on the CSR development which influences the CSR initiatives in relation to the organizational investors. He further explained that in order to improve and enhance the corporate image in the eyes of the public and customers whom are keen to rate social service as a progressive principle identity of an organization, the study observed CSR activities primarily supports such organizations efforts. Nevertheless, less observed research has directly studied CSR from an employees' perspective.

Rizwana also quoted that organizational behavior (OB) and human resource management analysts has seems to not thoroughly assess the influence of CSR activities towards the employees' efficiency and by what means they perceive their organizations social performance or in what way perceptions of CSR could influence the employees' usual attitudes and behaviours. Rizwana further elaborated that such impact can adversely impact towards the organizations revenue and turnover, corporate image which can positively influence the employees' job satisfaction and reinforce their commitment with their organization.

S. Duane Hansen (2011), in his study has suggested two different approaches concerning employees' perceived CSR initiatives towards their organization. He suggested that employees' will tend to express destructive approach and manners at work if they observe their organization to be noticeably performing negligently towards the society and environment, for example, compromising the surroundings and to the endangered group or has behaved in an inappropriate manner to the general public. On the contrary, employees' will act in a positive manner and perform efficiently at work if they were to observe their organization to perform in a socially responsible behaviour.

CSR is defined as the organization's doings and position linked to its observed communal or stakeholder responsibilities. Based on this description, an organization is required to act in imperative to "protect and improve both the welfare of the society as a whole and the interest of the organization".

Henceforth, this research study expresses the observations made by the employees' towards the socially responsible initiatives to be the point whereby they observe an organization subsidizing those initiatives associated towards the philanthropic reasons. Hypothesis of the perceived observations from the employees' of the socially responsible initiatives to be depicted for instance an underlying subsequent influences which consists the following scopes; motivation, fit, investment (Eun Mi Lee, 2013).

2.5.1 CSR – Perceived Motivation

Mahindadasa (2011) defined motivation as a combination of desires that effect manners and action. If an employee effectively accomplishes an assignment in any organization, he or she requires motivation, performance capacity and improvement prospective to initiate abilities, experiences, talents and creative energies, and grasp organization goals. Organizations can impact the behavior of employees and trigger their motivations, whether it is about specific tasks, or the accomplishment of particular goals. There is no conclusive motivation method or

a consistent and operational technique that works for everyone in every circumstance as it should be reformed to apt the situations.

According to Noble (2013), intrinsic motivation is described as ‘the pleasure or value of an activity itself’ and seems to come from within the individual. Intrinsic motivation is defined as ‘the tendency to engage in some activity for no apparent reward except the activity itself.’ In other words, intrinsically motivated individuals want to work hard for the simple sake that they find the work pleasurable; an action derived from a person’s innate tendency towards personal growth.

Noble also stated that the existing literature on motivation indicates that intrinsic motivation (from now: motivation) is a very strong internal force driving many behaviors. For instance, motivation is a strong predictor of organizational performance. Because motivation precedes such an important organizational outcome, it is important for us to know if a relationship between CSR and motivation truly exists. Having many intrinsically motivated employees’ is very valuable for organizations because the motivation is innate and does not have to be ‘bought’ with for instance, bonuses and office space. Employee motivation is influenced by peoples’ opinion of the fairness of the decisions made, as this affects their self-esteem. Currently, no direct connections have been made between CSR and motivation and because motivation is such an important construct, information on this relationship might proof rather beneficial.

More specifically, looking at the CSR practices in an organization as an environment characteristic, allows us to consider how employees’ make distinct judgments about their employing organization’s CSR efforts. The employees’ perceptions of an organization’s social policies will impact their willingness to participate in, contribute to, and initiate social change initiatives and affect employees’ subsequent attitudes and behaviors. CSR intrinsic motivation created via employees’ perceptions of CSR, will further manifest itself in positive attitudes and behaviors that are related to issues beyond organization’s economic goals (Salama, 2011).

2.5.2 CSR – Perceived Fit

Environmental or social projects are some of the examples that clearly explain the connection between organizations sponsored CSR engagement and the supported entities which are termed as fit. Fit “embodies the idea of transferability of expertise or synergies in activities, such as when there is similarity in products, technologies, or markets or complementarity of skills and activities”. WoM is a type of communication aspect which helps to improve the reminiscence for the relationship of sponsor-activity which is supported by the fit between the organization that sponsors and the CSR activity that being sponsored. Fit is also defined as “congruence”, “similarity”, “typicality” and “relevancy” in the academic research synonyms. The organization that sponsors a selected CSR activity usually gains established associations and acquaintances which allow relationship between partners to be remembered when an indication for the one part is provided (Schiefelbein, 2012).

According to Schiefelbein (2012), it was found that fit influences a relationship as it indicates how much of thought people give to it and it is a significant factor for organizations. Schiefelbein further explained that higher fit are generated when there is more positive type of thoughts and this will indulge in enhanced evaluations of the organizations CSR involvement. Employees’ perceptions of endorsement may also increase when there exist significance of fit level between the nonprofit and profit brands.

Authors such as Armando Calabrese (2012) and Schiefelbein (2012) argued that if organization CSR activities and policies do not fit with employees’ values and beliefs, the positive effect of CSR could attenuate and have no effect on organization profitability. Therefore, it is important to measure the congruence or the gap between employees’ demands and perceptions, and the organization disclosed commitment. Nevertheless, CSR literature lacks of specific methods and tools for CSR organization-employee fit systematic assessment.

Similarly, in Alfaro-Barrantes’s (2012) study, she clarified those CSR policies that are perceived fit or consistent with the organizations’ mission and values will allow their employees’ to be prone to support their organizations effort. For instance, organizations’ involve in educating their employees’ on the significance

of sustainable environmental business activities. She also highlighted that it is vital for organizations' to focus on implementing and participating into such CSR policies with high centrality CSR activities which was said to be consistent with its objectives, mission and values. Consequently, when this is taking into place, employees' will tend perceive such initiatives as authentic by the organization.

2.5.3 CSR – Perceived Investment

One of the ultimate investments that an organization can make is called as pay. Chua Kah Mung (2011), in his research study, agreed that there is a fundamental assumption which identifies money can influence directly the behavior of an employee, even though the contractual and implied agreement between employees' and the organizations' of a reasonable income was signified as the foundation. This assumption was said to be able to increase employees' motivation, productiveness and their loyalty when their pay was increased and this was also justified based on the HR theory and from observed evidence.

Employees' tend to behave more committed towards their organization as they will perceive that they are being appreciated for their contribution at work when these employees' are being paid significantly and satisfying to them. This way, loyalty of the employees' towards their organization will also be indirectly influenced and they will feel to be willingly to contribute extra effort to complete any tasks assigned to them (Chua Kah Mung, 2011).

Rewarding system is an important factor that can help promote employees' to perform environmental practise, which can be a way of motivating and increasing the employee commitment. Rewarding system can be a way of committing to the organizations environmental performance, examples of this is profit-sharing, increase in salary or other benefits that motivates. It should fit the employees' needs (Josefina Sandman, 2013).

At the point when organizations involve in socially responsible behaviors, employees' try to attribute an repercussion to their organizations' actions in which they are endeavoring to make implications about such behavior. Employees' refers to indicators such as time, money, and effort that their employer invests towards CSR initiatives and make inferences about their organizations' motives for involving in CSR. For example, when employees' perceive that their organization devotes a low sum of funds in their CSR activities, they might observe that the organization does not really pay attention to the social reasons it indicates to support. Equally, when the amount of funds spent in CSR is observed to be high, employees' can perceive that the organization does care about the social causes that it supports (Thomas F. Mcmorrow, 2012).

2.6 Employees' Perception of CSR and Organizational Performance

Organizations venturing into innovative extents in order to improve the substructure along with established environment intended towards the endurance of the employee's so that the businesses could gain returns from a solid rivalry. It was hyped that socially responsible activities are valuable and efficient strategy that is able to enhance businesses performances by means of upgrading the reputation among the investors' plus due to the fact of the businesses' act against the natural surroundings plus the community (Muhammad Mohtsham Saeed, 2012).

All types of businesses are keen to utilize socially responsible activities as tool to enhance their organization performance even though social responsibilities are predominant among the businesses, visible towards the natural surroundings plus inclined against establishing corruption. The immaterial business assets such as the society investment and repute investment are increased and improved by the socially responsible initiatives which are vital towards enhanced business performance and earnings (Muhammad Mohtsham Saeed, 2012).

Josefina Sandman (2013) considered that corporate social responsibility is for many organizations “to do good or the right thing” to improve their reputation, have a positive effect on the brand image and stock value, in other words it is “good for business”. The stakeholder approach includes different stakeholders and that the businesses have responsibilities to all of its stakeholders. The organization must consider the wellbeing of different stakeholders, who are affected by the organization in different ways.

Josefina further emphasized that CSR corresponding to the stakeholder approach, affirms that corporations believe they are social responsible if they take on discretionary activity's, since these voluntary actions are often prized in media to be noble to the society. The stakeholder approach is basically how to harmonize an organizations commitment to its stakeholder, by taking social responsibility through encompassing the “ expectations that society has of organizations at a given point in time”.

Benefits of taking social responsibilities actions could be long-term economic resistant, but not until the millenium was CSR accepted as a respectable business term. Organizations can first benefit from CSR by focusing on how CSR is communicated to multiple channels. Further an existing CSR history could have positive impact on the publics in times of crisis for an organization. Corporate social reporting can create a competitive advantage through the positive image the report delivers (Josefina Sandman, 2013).

Top management and stakeholders of an organization should keep in mind that CSR in contemporary perspectives identifies the significant relationship between the organization and society. This also includes employees' volunteerism which was also the main focus of the modern-day study. Salama (2011) argued that utility maximization which is described as organizations' pursues several achievements instead of focusing only on profit maximization, to be the prime motivation of the business organizations'.

As business was asked to assume broader responsibilities to society than ever before and to serve a wider range of human values, business enterprises were being asked to contribute more to the quality of citizens life by not only supplying quantities of goods and services, but also being good neighbors Therefore, the

social contract between business and society has changed significantly, where the focus is no longer dependent only on the interests of shareholders, but also stakeholders.

Mahindadasa U.'s (2011) theory of corporate social performance (CSP) was presented as a technique of assessing just how fine organizations were achieving their CSR's. CSP is a corporate organization's configuration with ethics of social responsibility, processes of accessibility and strategies, programs, and visible significances as they correspond to the organization's social relationships. It is in the region of CSP that organizations can be associated to one another on in what manner each is meeting its social responsibilities.

Meeting social responsibilities not only consents organizations to exhibit high levels of moral or ethical behavior but also has been presented to offer instrumental profits and several types of competitive advantage. This benefit includes greater financial performance, improved reputation, more driven work forces, and the capability to draw anticipated employees' (Mahindadasa U., 2011).

Organizations also exist in a competitive market for reputation status. It was decided that reputation is directly related to the range of an organization's social welfare activities. Consequently, when organizations involve in social welfare activities, a part of CSR, they are improving their reputation, which in turn offers them with competitive advantage. Organizations receiving higher assessments in corporate social performance are observed as having improved reputations (Mahindadasa U., 2011).

2.7 Employees' Perception of CSR and Organizational Commitment

Employees' might have the tendency to have misunderstood and ignorant of their organizations' CSR strategies due to the fact that the employees' awareness of social responsibility strategies may perhaps be more substantial compared to their organizations' actual CSR strategies. It was found that organizations' CSR efforts will have no impact on their employees' behavior and approach if they were to be ignorant of their organizations' CSR activities. Likewise, anticipation in the form of an emotional bond could be created when employees' are responsive of their organizations' real CSR activities. However, negative perception that the organization is utilizing the resources unproductively and other unplanned effect could be the result of employees' confusion of their organizations' CSR strategies (Rizwana Bashir, 2012).

In contrast to the above situation, Rizwana Bashir (2012) argued that employees' should observe their organization CSR activities to be compatible and functional with the values of their organization and that employees' awareness solely will not be adequate enough to incite optimistic consequences. He further explained that employees' should attempt to evaluate and acknowledge their organizations' expenditures on its CSR initiatives in order to justify and comprehend the social causes that the organization is engaging into.

CSR observations impacts employees' outlooks and conducts and they tend to gauge their reactions to CSR initiatives centered on a basic principled authoritative of "normative treatment". This authoritative is centered on principles of "deontic justice," which suggests that people distinctively retain ethical obligations to treat others equally and when people perceive others disrupt these obligations by treating others unethically, they will respond, in any case to a point, as if they remained the ones being treated unethically (S. Duane Hansen, 2011).

In her 2013 study, Zam Zuriyati found that organizational commitment denotes to passionate connection between the employee and their organization. In general, organizational commitment will rise when the employee attribute lengthier in the

organization as it will form a sense of belonging. Corporate activity also motivates the organizational commitment as employee will feel being esteemed. This corporate activity ultimately has produced and changed an idea of Corporate Social Responsibility (CSR). CSR was found positively improved organizational commitment. A boundless deal of study has discovered the positive relationship between CSR and organizational commitment.

Organizational commitment indicates that the committed employees' believe in the organizational values and goals, and undertake activities to achieve them, they are not willing to leave the organization, and are ready to provide considerable effort. An organization uses the organizational commitment as a psychological bond to affect its employees' to behave in ways that are consistent with its interests. It could be seen as "the relative strength of an individual's identification with an involvement in a particular organization". In general, if an organization succeeds in achieving high levels of its employees' organizational commitment it will gain positive effects, such as high performance, greater satisfaction, and lower turnover (Ebeid, 2010).

Social identity of an employee as a member of the organization in a way can be improved by developing an inspiring individual view of their organization, such as employee volunteerism. This will eventually lead to the point that the organization is socially responsible and connects between CSR and organizational commitment. Social identity theory (SIT) was proposed to clarify the connection between organizations' CSR and employees' commitment, and it is most likely to be in relations with the described appropriate group. Employees' are able to enhance their sense of belonging urge their organizational commitment by involving in the CSR activities and providing their contribution directly in preparing the CSR activities. In short, employees' are able to increase their organizational commitment by developing their sense of belonging in such a way that it will improve their perceptions of their organization being observed positively (Thomas F. Madison, 2012).

2.7.1 Social Identity Theory

Social identity theory highlights the categorization and comparison processes that guide individuals' perception of the organization, such as its prestige or distinctiveness, and stimulate identification. Thus, the individual is the level of analysis and focus of measurement. A social network perspective highlights the structure of social relations that surround an individual (or node), providing communication, information, and feedback to shape an individual's attitudes and behaviors (Candace Jones, 2010).

Yongrok Choi (2014), in her study, suggested that the SIT described the employees' interpretations are subjective according to their involvement in their social organization and the organizations that the employee work for. The SIT theory anticipates and creates a hypothesized association that depicts the CSR perceptions from the employees' point of view and their commitment towards the organization. Employees usually are able to improve their self-concept by creating positive assessments in which develops a progressive self-concept of the employees' by relating their personal along with their group's characteristics with other individuals. This also explains the fact that when employees associate themselves with their organizations which has a positive reputation, they will postulate a high spirit because such association will increase their self-concept. SIT's concept further elaborates that employees feel honored of being associated with such organization when it involves in CSR activities.

Clearly, SIT suggests that employees are likely to express themselves in groups that they feel is right about and this helps to clarify the connection between CSR and organizational commitment. Additionally, classifying with a group offers a beginning for describing self, along with, describing normative manners. Practical results proposed a favorable relationship between CSR and organizational commitment. Precisely, CSR is positively related to organizational commitment (Thomas F. Madison, 2012).

External CSR, according to Thomas F. Madison (2012), is well-defined as an organizations benevolence act, such as, donations to the community and by what means this interrelates with the external environment and the organizations' stakeholders. SIT found that employees' observations have a constructive

association towards the external socially responsible activities towards the employees' commitment. Internal CSR governs a positive influence which was reported between CSR and organizational commitment which comprises of practical justice and training, and other controlled variables. Due to the fact that external CSR has no direct implication and has unlimited progressive impact on the employees', therefore, as defined in social identity theory, the connection towards organizational commitment needs to be completely improved in terms of personal identity.

2.7.2 Organizational Citizenship Behavior and Personal Social Action

Organizational Citizenship Behavior, (OCB) refers to employees' daily acts of kindness, contributing to others' performance rather than their own; sometimes meaning sacrificing themselves for a cause that will give them nothing in return. Nowadays generally accepted working definition of OCB which "... is performance that supports the social and psychological environment in which task performance takes place." Examples of OCB are acts of cooperation, helpfulness, suggestions, gestures of goodwill and altruism (Noble, 2013).

OCB feeds into performance evaluations, allocation decisions, productivity and efficiency. High OCB also results in lower costs and withdrawal. Since it happens to influence many factors, OCB seems a very important construct for organizations to support. Not many studies focus on the relationship between CSR and OCB. One study was found, indicating that CSR proved to be a mediator variable in the relationship between Leader -Member exchange and OCB, suggesting a relationship between CSR and OCB (Noble, 2013).

Organizational citizenship behavior (OCB) establishes optional or extra-role employee conduct that endorses an organization's generally well-being. OCB is considered a form of job performance, though separate from the in-role task performance that employees' are outwardly rewarded for. Assumed its optional nature, employees' naturally involve in OCB when they want to offer to their organization for its goodwill towards them or in exchange for the organization's

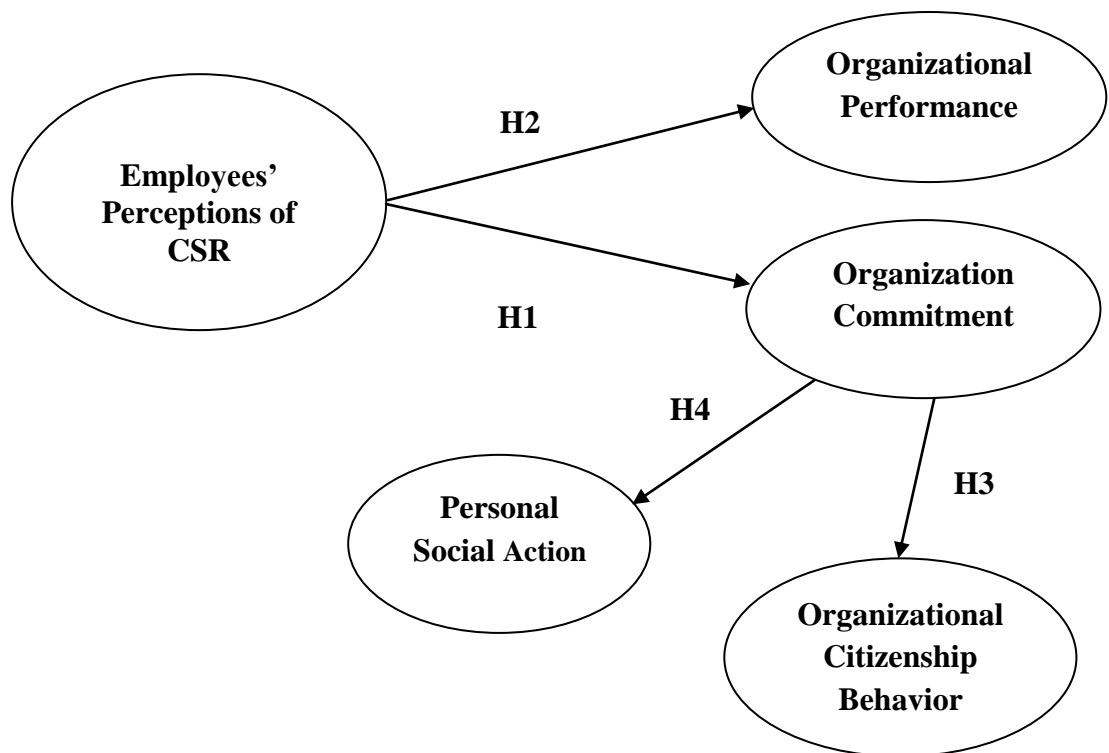
obligation to a positive relationship with them. Consistent with normative behavior imperious and supporting deontic justice theory, it can be reasoned that when employees' observe that their organization, is being socially responsible, they will likely cultivate an improved inspiration to offer to their organization, as manifest through increased OCB (S. Duane Hansen, 2011).

Commitment has a positive influence on employees' personal social action (PSA) which Alfaro-Barrantes (2012) defined as "individual actions supported by and/or sponsored by the organization to support a social good". Environmental related issues, exceptional activities which help the charity organizations, concerns of social interest such as cancer awareness, time off to volunteer being rewarded and deduction from employees' wages as a contribution to benevolent causes are some of the PSA examples. Moreover, community events are created to allow an advantageous situation so that this can create real consent, impression or social transformation which indirectly leads to be able to help society specifically an entire communal. Charity donations, sustainability programs and in-kind aids are examples of CSR activities carried out by the organization which is categorized under PSA as it involves the employees' contribution (Alfaro-Barrantes, 2012).

Proficient and effective operational of an organization are increasingly endorsed by the official remuneration system which is indirectly or clearly renowned because OCBs are generally described as distinct behavior that is optional and it diverges from PSA. This is because PSA does not involve in expanding the organizations' proficiency and effectiveness but PSAs are more directed towards the external individual or groups which are different from OCB. Additionally, employees' are usually encouraged to engage in such PSA activities which is supported and endorsed by the organization. Likewise, it is easier to intellectualize and measure behaviours that establish PSA which is also considered as a precise form of pro-social manner (Alfaro-Barrantes, 2012).

2.8 Conceptual Framework

Figure 2.1: Conceptual Model



This framework has been developed based on the entire research objective and research question in this study. This conceptual framework is developed to identify the independent and dependent variables and to show their relationships to one another. This framework also explains that three forms of employees' perceptions which are fit, investment and motivation were included as the characteristics to depict the organizations engagement in CSR initiatives. This was then included into the proposed association that employees' perceptions of CSR was believed to have a significant impact towards their commitment. Furthermore, organizational citizenship behavior (OCB) and personal social action (PSA) was depicted from organizational commitment which was also added into this framework.

2.9 Hypotheses Development

2.9.1 Perceptions of CSR by Employees' and the Organization Commitment

Committed employee is a appreciated advantage to the organization who donates to the success of the organization. Globalization period extends the prospects for employee to have a improved vision. The employees' assessment and rationalization on workplace will regulate whether they will obligate long term with organization or not. Certainly, the new era requires organization to defend the employee in order to keep them and increase their organizational commitment (Zam Zuriyati Bt Mohamad, 2013).

Imran Ali (2010) suggested that the more employees' are swayed by CSR actions, the greater will be their organizational commitment, and therefore it will improve their efficiency. If majority of employees' are dedicated to their organization and carrying out at higher level, definitely it will impact positively on organizational performance. Committed employees' are reflected as critical achievement factor for any organization. In the direction of cultivating comprehensive associations with employees' organizations are consuming business social responsibility (CSR) as a tactical tool. Corporate social responsibility is being used by primary organization to create good relationship not only with external stakeholders but also internal stakeholders as well for example employees'.

As stated before, the variable employees' perceptions of CSR initiatives is dictated by means of three factors which are perceived CSR motivation, fit, and investment. An organization usually involves in a social or environmental cause for the following reasons: 1. The organization is obligated to do it, 2. The organization is made to do it or 3. The organization wants to do it. There are two types of motives that contribute to the organizations social behavior. The first one is intrinsic motives which are also known as value-driven motives. Organizations will have this motive when they are willingly want to contribute to the good cause. The second one is called as extrinsic motives and this can be categorized into two aspects; stakeholder-driven attributions, which defines when the organizations are obligated to perform a social act for the sake of its stakeholders and strategic-driven attributions which defines the organization targets the

competitive advantage and economic reward from contributing to a social cause (Schiefelbein, 2012).

In order to generate expressive reaction in terms of employees' commitment, organizations CSR initiatives should be perceived as genuine effort for supporting social causes and therefore, organizations need to think through on how they can work on making their employees' to observe their CSR exertions positively (Alfaro-Barrantes, 2012).

Social marketing investigation describes "fit" by way of alleged connection through motive along with contour of business's merchandise, reputation of its trademark, status and the targeted marketplace. Supported motives of an organization and its fit results in great level because the correspondence of these both are observed by the employee, notwithstanding if the business's attributes such as goals, objectives, marketplace, merchandise, trademark value and main relations initiates the state of appropriateness. Previous research studies if the correspondence of fit with the organizations' socially responsible initiatives influences the manners and act of an employee (Eun Mi Lee, 2013).

This study emphasis regarding consequences that "perceived fit" could produce and this defines the extent that society considers of the consistency between the socially responsible initiatives and the principles that the businesses hold. When these principles fit along its socially responsible initiatives, this will enhance the efficiency of the employees' consent. In the meantime, variations in the principles in which the social responsible initiatives employ inclusive of morale act will eventually lead to the business and influences its principles. Business's principles entertain its people and morale is vital section in its business principles. Thus, business principles influences technique of by what means a business establishes its socially responsible activities (Eun Mi Lee, 2013).

The perceived effort, time and money that the organizations' employ into its CSR initiatives is linked to investment. Signaling method was found to be used by management and marketing researchers to describe the organizations effort through their strategies of employment, marketing campaigns and other types of communication strategies were used to direct the consumers and employees' towards the indications of the organizations' hidden features such as its values..

When organizations involve in socially responsible behaviors, employees' try to attribute a significance to their employers' actions that they are endeavoring to make implications about such behavior (Alfaro-Barrantes, 2012).

It was found to be a common practice where organizations conduct assessments to evaluate the influence of its CSR investment when the organizations invest heavily in CSR initiatives that the management was interested. Due to the fact that CSR is able to lead higher support from the organization, it was clearly explained that relationships with their customers can be strengthened through engaging over time into demonstrably socially responsible activities (Schiefelbein, 2012). From the above-mentioned, hypothesis 1 was depicted as below:

H1: Employees' perceptions of CSR are associated positively towards employees' commitment

2.9.2 Employees' perceptions of CSR and Organizational Performance

Organizations are able to extend their competitive advantage from the enactment of their CSR practices through recovering their assets and improving the abilities will result in an outcome that the opponents are not able to imitate instantaneously. Nevertheless, the relationship between CSR and organizational performance were mainly indecisive according to preceding discoveries which has been reporting either positive, neutral or negative association (Yongrok Choi, 2014).

Existence of arbitrating variables in the relationship may cause such unpredictable outcomes on the relationship between CSR and business performance. Evidently, it can be considered that mediators that reflects the relationship between CSR and organizational performance are employees' organizational commitment and citizenship behavior (Yongrok Choi, 2014).

The resource-based view (RBV) of the organization contends that a organization's ability to perform better than its competition and create value for shareholders depends on the unique interplay of human, organizational, and physical resources

over time. If these resources meet four criteria: valuable, rare, inimitable, and non-substitutable, they can constitute a source of sustainable competitive advantage. RBV scholars have studied intangibles such as technology, human capital, corporate reputation, and organizational culture (Otgontsetseg Erhemjamts, 2013).

A related view, the slack resources hypothesis, argues that better organization performance results in a surplus of resources that provides organizations with the financial means to address social issues. CSR and organization performance are synergistic – that CSR is both predictor and a consequence of organization performance, thereby forming a virtuous circle. Financially successful organizations can afford to spend more money on social issues, but CSR also helps them become financially successful (Otgontsetseg Erhemjamts, 2013). Therefore, hypothesis 2 was depicted as below:

H2: Employees' perceptions of CSR are correlated positively towards the performance of their organization.

2.9.3 Employees' Commitment and Behavioral Outcomes

Alfaro-Barrantes (2012) suggested that employees' will have a constructive opinion about their organizations' when they commit intensely towards their organization and they will have the tendency to consider their organizations' creates valuable social results when their employees' are working for an organization and they are acknowledged with the organization that is involved in CSR. In this case, employees' will then feel that they have integrated their organizations purpose, goals and values as their own and will perform accordingly.

Alfaro also further suggested that in comparison to the employees' who were not acknowledged, those that were acknowledged will be more inspired and satisfied with their job and they will be more useful and eventually their turnover purpose will be lower. It was also found that employees; commitment were positively

correlated with the employees' service length and extra-role behaviours and negatively correlated to their turnover intentions.

S. Duane Hansen mentioned that OCB is reflected as a practice of job performance, though distinct from the in-role job performance that employees' are externally remunerated for. Assumed its optional nature, employees' naturally engage in OCB when they want to "give back" to their organization for its compassion towards them. Coherent with normative treatment imperative and supporting deontic justice theory, it was justified that when employees' perceive that their organization is being socially responsible, they will be expected to develop a better motivation to "give back" to their organization, as manifest through increased OCB.

If an employee perceives social responsibility and ethical behavior as really important, seeing that their organization engages in activities that are in line with these perceptions might positively influence an employees' overall evaluation of their organization. This realization will therefore influence commitment, motivation, OCB and satisfaction. Because of the shared interest of employee and organization in socially acceptable and responsible behavior, the person-organization fit will be stronger. Person- organization fit has already proven to be a strong predictor of job-related outcomes such as commitment, satisfaction and OCB (Noble, 2013). For that reason, hypothesis 3 and 4 was depicted as below:

H3: Employees' commitment has a positive association towards employees' OCB

H4: Employees' commitment has a positive association towards employees' PSA

2.10 Summary of Relevant Previous Research Studies

Sawhny (2008) reported that today's organizations have realised and become accountable for their actions beyond the financial scope. They are more aware that corporate responsibilities are not restricted to financial initiatives, but also integrates with the organization's mission and core values. Shirley Chan (2009) mentioned, specifically on Malaysia's development in CSR, that CSR has been incorporated in order to raise the CSR awareness among the Malaysia's corporates and hence, develop the accountable organizations that remain parts of the resolution concerning viable improvement.

Rizwana Bashir's (2012) study was aimed to study the positive effects of the employees' emotional state towards their organizations' reformation on the employees' level of motivation, performance and the intention to stay with the same organization for an extensive period through the organizations' commitment in such CSR activities. Rizwana's study came to a conclusion that there was a positive influence on employees' attitude towards their organizations' initiatives in CSR activities which results in a great level of sense of belonging to their organizations which will evidently improve their level of motivation.

Employees' perceptions in terms of fit, motivation and investment was postulated to signify constructive influence on the employees' commitment in this proposed research study. In Mahindadasa's (2011) research study on the impact of organizational CSR on employee motivation in publicquoted companies in Sri Lanka, he supported that motivation leads to influence the behaviour of employees' to accomplish a task in any organization. Noble (2013) further argued that there is no direct connections between CSR and motivation since it is influenced by peoples' opinion, as this affect their self-esteem.

Rizwana also denoted that it is not necessarily that employees' perceived CSR activities of their organization will signify a positive impact towards their organization commitment which was hypothesized in his research study. He stated in his study that employees' awareness of their organizations' CSR can lead to an unexpected conflict in the form of psychological bond such as misperceptions that the organization is using the resources ineffectively.

Therefore, there are reasons that could possibly influence the employees' commitment towards their organization in relation to their perceived CSR. Zam Zuriyati (2013) also suggested that this behaviour could be influenced by the fact that when the employee has been attached to the organization longer, it will tend to create a sense of belonging which will indirectly inspire the organizational commitment.

Perceived CSR in terms of fit, in this research, was defined as the similarity, congruence and relevancy of the organization sponsored CSR activity and the organization itself. Alfaro-Barrantes (2012) established the employees' to be expectedly notice their organizations socially responsible activities as reasonable when they perceive that their organizations' CSR initiatives are relevant with its objectives and values. There was an author that found that there was insufficient research done to thoroughly analyse the CSR organization – employee fit relationship. For example, Armando Calabrese (2012) and Schiefelbein (2012) argued that if organization CSR activities does not fit with employees' values, there would be no effect on organization profitability.

There was two articles that wrote about employees' perceived CSR in terms of investment that seem to have two different approach regarding this relationship. Josefina Sandman (2013) stated that increase on employees' commitment is due to rewarding system which leads them to perform environmental practices. Thomas F. Mcmorrow (2012), however, argued that employees' perceive their organizations CSR intent based on the time, money and effort that the organization invest towards such CSR activities which allows them observing that their employer pay attention to the social causes it supports and motivates them to be engaged with it.

The relationship between employees' perceived CSR and organizational performance were not explained in many studies. Mahindadasa (2011) found a concept of CSP which assesses organizations' CSR policies and observed related outcomes such as increase in financial performance and reputation, motivated employees'. He further explained that organizations are perceived in a positive way by employees' in terms of its CSR activities which results in better reputations.

In relation to the hypothesis that indicates the relationship between organizational commitment and OCB and personal social action, S. Duane Hansen (2011), in his study, suggested that employees' tend to involve in OCB when they want to contribute to their organization for its deeds which in lines for the organizations' commitment. Noble (2013) however, argued that there seems to be unlikely a negative impact of OCB towards employees' commitment which could be influenced by the misinterpretation of the organizations investment on its CSR policies.

Organizational commitment can also have a positive impact on employees' personal social action. Alfaro-Barrantes (2012) confirmed this by adding that when employees' are committed to their organization, they be likely to believe that the organization contributes valued social results. Aimee Dars Ellis (2008) further suggests that there is a positive impact on the employees' personal social action when they are more likely to be committed to their organization as a result of their positively perceived organizations' CSR activities.

Even though previous studies studied the influence of employees' perceptions of CSR on the organization performance and commitment, employees' perceptions was considered a unidimensional construct. The complication of CSR is established on the several explanations and conceptualizations of the theory along with the element that researchers do not always come to an understanding on how to operationalize the theory (Alfaro-Barrantes, 2012).

Table 2.1 below briefly highlights a few of similar research studies done by other researchers in terms of their period of study, type of model used to run the study and the result that was derived from their study.

Table 2.1: Studies from Previous Research Papers

Author & Year	Period of Study	Model Used	Country	Result
Ahmed Y.H. Ebeid	2009 – 2010	Regression Analysis	Egypt	Increasing social activities undertaken by organizations, such as decreasing the pollution rates, providing a secure work environment, providing high quality products to customers, increases the organizational commitment. This result would support the usefulness of the stakeholder theory, and indicates that undertaking social activities could be positively returned to the organization as non-monetary benefits that can influence a company`s competitiveness and economic success
Aimee Dars Ellis	2007 – 2008	Regression Analysis	United States	Employee perceptions of a firm's CSR policies would be positively related to perceived organizational support. CSR perceptions had three dimensions: awareness of CSR policies, the fit of CSR policies with the organization, and the motivation of the organization to engage in CSR. The positive relationship between employees' perceived CSR related to PSA was not supported. None of the dimensions of CSR perceptions—awareness, fit, or motivation—was a significant predictor of PSA.

Ali Abbaas Albdour	2009 - 2010	Regression Analysis	Jordan	Internal CSR practices may lead to employee's commitment.
Armando Calabrese	2011 - 2012	Content Analysis	United States	The CSR company-stakeholder fit affects the extent to which stakeholders perceive company commitment and therefore company-stakeholder identification, company reputation and consumer loyalty.
Aroosa Khan	2013 - 2014	Regression Analysis	Pakistan	Extrinsic rewards also positively influence employee motivation and positive relationship also exists between employee motivation and organizational commitment. CSR activities improves companies image and reputation, the socially responsible behavior of a company management may contribute to the corporate reputation enhancement, bring positive effects related to its stakeholders and gain competitive advantage.
Candace Jones	2007 - 2010	Regression Analysis	United States	Through repetitive claiming of organizational membership with multiple organizationally affiliated others, individuals reinforce and strengthen their commitment to identification with an organization.
Emmanuel Ocran	2009 - 2011	Correlation Analysis	Ghana	Corporate social responsibility has a significant impact on the profitability of MNCs, and it is a positive impact, which includes good business relationship, good will among other benefits. Even though the benefits from CSR are over a long time of

				time, it is such that it gives a lot more intangible benefits to the organisations. Such benefits include, customer loyalty, brand image, improved corporate image, market share and community presence.
Eun Mi Lee	2012 – 2013	Factor Analysis	South Korea	The socially responsible initiatives in terms of the social fit results in a significant observation whereby this will enhance the business performance. Additionally, employees' observations of CSR from their point of view must be taken into consideration which relates to their sensitivity of their belongingness and extended performance.
Hassan Ali Khan	2014	Regression Analysis	Pakistan	It was found that the study concluded a negative relationship between CSR and employees; turnover intentions and a positive relationship between CSR and OCB.
Imran Ali	2010	Regression Analysis	Pakistan	It was found that there is highly significant positive relationship between CSR and employee organizational commitment, CSR and organizational performance, and organizational commitment and organizational performance.
Jean-Pascal Gond	2010	Regression Analysis	United Kingdom	CSR not only enhances a corporation's reputation for prospective employees' by increasing organizational attractiveness and firm familiarity, but also influences

				incumbent employees'. CSR perceptions stimulate the adoption of workplace attitudes and behaviors that may ultimately foster corporate performance.
Jennifer M.J. Noble	2013	Regression Analysis	Netherlands	It was found that there is a significant negative correlation, between CSR and OCB. Although it seems unlikely, a possible explanation for the negative relationship with OCB could be that as organizations invest more in their CSR policy, they increasingly propagate the concept of CSR on the work floor. This might backfire in employees' feeling like they are 'doing enough' for others and are therefore diminishing the amount of OCB exhibited.
Josefina Sandman	2013	Reliability Analysis	Sweden	By using rewarding systems the organization can encourage their employees' to commit to CSR initiatives and goals. If the employees' achieve the goals, then a reward can be handed out, since this is an important way to promise and encourage positive changes within an organization.
Korinna Schiefelbein	2012	Regression Analysis	Netherlands	The study concluded that the relationship between the organizations' CSR engagement and the organizations' business fit was found to be positively related to the organizations' image and intrinsic motives. Nevertheless, individuals can expect and accept external

				motives in CSR engagement to a certain extent due to the fact that it was found proven extrinsic motives has a positive influence.
Mahindadasa U.	2010 - 2011	Pearson Correlation	Sri Lanka	Organizational CSR is having a positive impact on employee motivation.
Miao Li	2010 - 2012	Regression Analysis	China	CSR perception has a significant impact on organizational commitment. The antecedents of organizational commitment are mainly organization factors, such as employees' sense of fairness, superior support, as well as personal development opportunities.
Mohammad Hakimy Abdullah	2010 - 2012	Regression Analysis	Malaysia	Corporate social responsibility programs has a significant impacts on organizational citizenship behavior among staffs.
Muhammad Mohtsham Saeed	2010 - 2012	Regression Analysis	Pakistan	Socially responsible initiatives strengthen the image among the investors, whereby this will improve the observed performance of the business. Based on this outlook, business performance that is observed may allow positive image enhanced by the investors.
Naomi Ellemers	2011	Factor Analysis	Lisbon	Organization's engagement in CSR activities might be a source of employee satisfaction and commitment because it enhances the perceived morality of the

				organization.
Natta Changchutoe	2012	Pearson Correlation	Bangkok	Employees' assertiveness and behavior towards CSR strategy as well as their perceptions and values typically are affected by organizational culture. The study also displayed that organizations have to connect with the stakeholders mainly the employees' in order to build awareness and understanding to guarantee performance according to the policy.
Otgontsetseg Erhemjamts	2010 – 2011	Regression Analysis	United States	Regardless of the measure of firm performance, and measure of CSR, leverage is negatively related to firm performance.
Prieska Kharisma	2013	Regression Analysis	France	There is a balance between internal and external CSR practices; between employees' needs and societal demands, so company would be able to gain and maintain the commitment and support from both internal and external stakeholders for the sake of the organization sustainability.
Priscila Alfaro- Barrantes	2010 - 2012	Regression Analysis	United States	There is a positive relationship between the employees' perceived CSR activities for philanthropic reasons towards their organizational commitment. Additionally, evidence in this study suggested that there is a significant relationship between employees' OCB and PSA towards the organizational commitment.

Rizwana Bashir	2012	Frequency Distribution	Pakistan	Due to the fact that services provided to the society, organizations may well be passing reputable names from the CSR activities and also able to develop employees' who are well performing with high level of commitment and the organizations' remunerations will motivate its customers.
Salmi Mohd Isa	2012	Factor Analysis	Malaysia	CSR has a positive effect towards the organizations' stakeholder loyalty mediated by their satisfaction and furthermore, employees' will feel more motivated and secured to be working with such organizations that involves in CSR.
Sara Raouf Salama	2011	Regression Analysis	Egypt	The perceptions/evaluations of CSR policies will have a main effect on the extent to which individuals are intrinsically motivated to engage in socially responsible behavior.
S. Duane Hansen	2006 - 2011	Regression Analysis	United States	Employees' react implicitly to their perceptions of the CSR activities of their employers. Specifically, employees' who perceived their employer to be more socially responsible were less likely to consider leaving the organization and more likely to involve in OCB.
Steven Brammer	2004 - 2005	Regression Analysis	United Kingdom	Organizational commitment has a significant influence on socially responsible perceptions from the employees' view. Organizational commitment is associated positive

				towards the external CSR.
Thomas F. Madison	2010 - 2012	Regression Analysis	United States	If an employee was considerably pleased with the volunteer involvement, then normative commitment increased. Employees' are most likely to be interested on organizations' sponsored volunteer opportunities and organizations' are confidently impacted by the perceptions of employees' of the present shared values.
Ting Shiun	2011 - 2012	Regression Analysis	Singapore	When organizations have CSR practices that match the desired ethical work climate of their employees', their employees' have greater satisfaction, greater organizational commitment and diminished turnover intentions than individuals who did not share the same ethics with the organization. Perceived CSR was found to influence IRB, OCBs and turnover intentions directly.
Wan Suhazeli Wan Ahamed	2012 - 2014	Regression Analysis	Malaysia	Better social performance of companies would ensure greater financial performance due to these companies utilizing their financial resources, labor commitment and other interested groups efficiently. There is positive relationship between firm financial performance measure in ROA and ROE and CSR practises together with Firm Size and Firm Revenue as control variable.

Yongrok Choi	2013 - 2014	Factor Analysis	China	It was found that there is a positive relationship between both organizational commitment and OCB towards the employees' perceived CSR initiatives. Employees' reliability and organizational performance are benefited from cultivating such CSR practices.
Zam Zuriyati Bt Mohamad	2012 - 2013	Regression Analysis	Malaysia	There is a substantial relationship between philanthropic CSR, ethical CSR, legal CSR, economic CSR and organizational commitment. The positive relationship between philanthropic CSR and organizational commitment may take place because when the hotels conduct philanthropic CSR activities, employees' sense that their organization is lavish and benevolent.

CHAPTER 3

RESEARCH METHODOLOGY

3.1 Introduction

Research methodology explains the research methods that was used to further analyze the outcomes of the study. The focus of this chapter is on the detailed methodology used to collect needed data in order to test the hypotheses in the previous chapter. Data collection as well as criteria for judging the quality of research designs – validity and reliability, are presented and discussed. This chapter includes methods of data analysis used, scales of measurements, construct definitions and details, design of the research and sampling method and the data collection method.

3.2 Research Design

Construction of the research questions, hypotheses of the research study and reports on the findings of the study are part of a research process that is considered as a general plan or an outline which is used to guide the process. Two widely used research approaches are the qualitative and quantitative approach, which will be briefly discussed in the following section (Gibson, 2012).

Qualitative research refers to the meanings, concepts, definitions, characteristics, metaphors, symbols and description of things. Qualitative research is inductive and context-specific research that focuses on observing and describing a specific phenomenon, behaviour, opinions, and events that exist by way of data collected through observations, documents, physical artefacts, interviews, and focus groups to generate hypotheses and theories (Gibson, 2012). Since the objective of this research is to develop a hypothesis around the association in the middle of the employees' perceptions of CSR and organizational commitment and performance, a qualitative research design has not been considered.

The quantitative research strategy allows for the establishment of causal relationships between variables and provides important insights into the interrelationships that could exist between very many variables of interest and enhances our understanding of their links. The method also involves strict definition of terms and measurement of variables (i.e. operationalisation of the variables) of interest, so that the researcher is actually measuring what he sets out to measure and not another phenomenon.

Because the approach makes use of mathematical and statistical tools which enhance the ability to make inferences and forecasts, it affords generalisation and replication of results and may improve study validity and originality. The approach is intuitive and logically driven.

Quantitative research design is considered in this research study due to the fact that the objective of the study is to develop a hypothesis correspondence to the association between organizational commitment and performance and the employees' perceptions of CSR.

3.3 Data Collection Method

Data collection takes a variety of forms depending upon the focus of the research. The validity of the conclusions is often dependent upon the richness of the data set as well as the quality of the research design. Therefore it is essential to decide which type of data should be used for the study. In this research, primary data will be used to answer the hypotheses and research questions.

Primary data are information collected by a researcher specifically for a research assignment. In other words, primary data are information that a organization must gather because no one has compiled and published the information in a forum accessible to the public. Primary data are original in nature and directly related to the issue or problem and current data. Primary data are the data which the researcher collects through various methods like interviews, surveys, questionnaires etc. Primary data are data that are collected for the specific research problem at hand, using procedures that fit the research problem best (Hox, 2005).

An established primary data collection strategy is the interview survey. In a survey, a large and representative sample of an explicitly defined target population is interviewed. Characteristically, a large number of standardized questions are asked and the responses are coded in standardized answer categories. A survey is carried out when researchers are interested in collecting data on the observations, attitudes, feelings, experiences, or opinions (Hox, 2005).

Primary data that was collected through the questionnaires, completed by the respondents themselves, was used in this research. This method is used to provide standardization since the data is original and relevant to the topic, in which all respondents will be responding to the same question. Moreover, this type of primary data is current and it can give better and realistic view to the researcher about the topic under consideration.

The organizations that has established CSR initiatives were contacted by phone or email and asked for authorization to gather data from their employees'. The organizations has options to choose between online form of the questionnaire (managed through Google Form) or a normal paper version in order to complete.

Since the online survey form was identical with the conventional paper survey forms, therefore, if respondents chose to perform the survey through online, then the online link of the survey will be provided to the contact person within the particular organization whom then will be the person in charge to distribute the online link to the other employees' and if the respondents prefer to do the survey through the conventional paper format, then the hard copies of the survey forms will be sent to the particular organization and the selected person in charge will then distribute the survey copies to the other employees'.

3.4 Sampling Design

Assessing the association between the employees' perceptions of CSR and organizational commitment and its performance among the Malaysian accounting organizations' were the main objective of this research study. Therefore, the target population of this study will be the accounting organizations in Malaysia. The sampling location is accounting organizations within Malaysia whereby the surveys will be given to respondents whom are working in those accounting organizations, in order to get their respond to the surveys.

In this research, the target respondent consists of employees' working for organizations that is involved in CSR initiatives. Therefore, in order to be able to gather data among the targeted employees', communication through email and phone calls were made with several organizations' that was recognized to have a history of engagement in CSR activities. For a convenient and easy access, non-probability or convenience sampling method was used in this research study. It also defines that not every element of the target population has a chance of being selected because the inclusion or exclusion of elements in a sample is left to the discretion of the researcher.

Judgement sampling is selected in this study as it is a form of convenience sampling, sometime referred to as a purposive sampling, whereby the researcher's judgment is used to select the sample elements. In this study, surveys will be

distributed to 200 respondents from the selected accounting organizations. Therefore, a total of 200 sample size is prepared for this research.

3.5 Research Instrument

The research instrument used in this study is self-completed surveys. This type of self-completed surveys is a data collection whereby respondents completes the survey questions on their own without the presence of interviewer. Self-completed surveys is used as it provides a wide access of coverage at a relatively low cost. Respondents are also able to complete the surveys at their own pace. Close-ended questions or scaled-response questions are used whereby respondents are required to choose from options provided on the survey questions.

Questions related to the demographic profile of the respondents were assessed due to the fact that it is essential to identify the respondents' background info such as their tenancy in a particular business, their yearly earnings and the respondents' personal details. These queries' was incorporated as the last section of the survey form. All other constructs, related with each of the variables of interest, were assessed on a scale known as Likert ratings. To avoid respondents' lethargy partiality, these variables related questions were distributed in a casual manner. Furthermore, one question was asked in the survey to evaluate the employees' awareness since the hypotheses created in this study are reasonably operational if the employees' are aware of their organizations' CSR activities.

In Section 1, a question was asked on the employees' awareness on their organization's corporate social responsibility activities. The item was measured on a multiple choice, which consists of 6 options to choose from. Minimum of six questions were constructed to evaluate the employees' perceptions of their organizations' CSR activities in terms of motivation, fit and investment and these questions were incorporated in section 2(a), 2(b) and 2(c) of the survey form and these questions were assessed by the Likert ratings. Section 3 was structured in order for measuring the organizational commitment from the perception of the

employees'. There were twenty-two questions constructed in the survey form to evaluate this relationship by the Likert ratings. Different scopes of identity were developed to test the reliability and validity of the constructs through illustrative and confirmatory factor analysis (Alfaro-Barrantes, 2012).

Two result variables were evaluated in this study from organizational commitment: OCB and PSA. Section 3(a) of the questionnaire were asked on the PSA, which consist of 5 items. PSA was evaluated by four questions constructed in the survey form and these constructs was assessed by Likert ratings which was affixed using frequently as well as infrequently. Employees' were also asked a separate personal question to identify if there were any other social activities that they have involved during their tenure.

Likewise, Part 3(b) of the questionnaire were asked on the OCB and consist of 6 questions. Employees' OCB were evaluated by these six questions by Likert ratings. Concerning about association between organizational performance and employees' perceptions of CSR, related questions were constructed in section 4 of the survey form. Items were measured on a multiple choice, with 4 different options to be choosed from and consists of 6 items. The last part of the questionnaire, Section 5, were about the employees' demographic details, which consists of 6 items.

3.6 Construct Measurement

The sources of the construct measurements used in this research project are adapted from Alfaro-Barrantes, 2012.

Table 3.1: Employees' Awareness of their Organization's CSR Activities
(Adapted from Alfaro-Barrantes, 2012)

Sample Measurement Items	Source
AW1	Alfaro-Barrantes, 2012

Table 3.1 above shows the measurements items for employees' awareness of their organization CSR activities. The question that constructed for this sample measurement item is shown in Appendix B (Construct 3.1)

Table 3.2: Employees' Perception of CSR and Organizational Commitment
Construct and Measurement Items (Adapted from Alfaro-Barrantes, 2012)

Dimension	Sample Measurement Items
Society Assessment	OC1
	OC7
	OC13
Reserved Assessment	OC2
	OC8
	OC14
Personal Inter-correlation	OC3
	OC9
	OC15
	OC20
	OC22
Interactive Engagement	OC4
	OC10

	OC16
	OC19
Rational Responsiveness	OC5
	OC11
	OC17
Intelligence of mutual dependency	OC6
	OC12
	OC18

Table 3.2 above shows the measurement items for the employees' perception of CSR and organizational identification. The question that constructed for this sample measurement item is shown in Appendix B (Construct 3.2)

Table 3.3: Employees' Perception of CSR and Organizational Performance Construct and Measurement Items (Adapted from Alfaro-Barrantes, 2012)

Sample Measurement Items	Source
OP1	Alfaro-Barrantes, 2012
OP2	
OP3	
OP4	
OP5	
OP6	

Table 3.3 above indicates the measurement items for the construct of employees' perception of CSR and organizational performance. The question that constructed for this sample measurement item is shown in Appendix B (Construct 3.3)

Table 3.4: Employees' Perceived Motivation, Fit and Investment Construct and Measurement Items (Adapted from Alfaro-Barrantes, 2012)

Construct	Sample Items of the Measurement Construct
Motivation	MT7
	MT10
	MT14
	MT13
	MT9
	MT11
	MT8
	MT12

Fit	FT4
	FT2
	FT6
	FT3
	FT5
	FT1
Investment	IN18
	IN19
	IN20
	IN15
	IN16
	IN17

The above table 3.4 shows the measurement items for employees' perception construct. There are 3 items used to measure this construct which are; (1) Motivation, (2) Fit and (3) Investment. The question that constructed for this sample measurement item is shown in Appendix B (Construct 3.4)

Table 3.5: Personal Social Action and Organizational Citizenship Behavior Construct and Measurement Items (Adapted from Alfaro-Barrantes, 2012)

Construct	Sample Measurement Items
Personal Social Action (PSA)	PSA2
	PSA1
	PSA4
	PSA3
	PSA5

Organizational Citizenship Behavior (OCB)	OCB1
	OCB2
	OCB3
	OCB4
	OCB5
	OCB6

Table 3.5 above reflects the measurement items for the two outcome variables construct. These includes; (1) Personal Social Action (PSA) and (2) Organizational Citizenship Behavior (OCB). The question that constructed for this sample measurement item is shown in Appendix B (Construct 3.4)

3.7 Data Processing

After collecting the data, it has to be processed and analysed in accordance with the framework positioned down for the purpose at the time evolving the research plan. This is important for a systematic study and for confirming that there is sufficient and relevant data for making anticipated assessments and analysis. Theoretically, processing denotes editing, coding, classification and tabulation of the collected data so that they are responsive to analysis (Kothari, 2004).

Editing data is a procedure of investigating the collected raw data to discover errors and omissions and to re-correct them when possible. Editing comprises a cautious inspection of the completed questionnaires and/or schedules. This is completed to guarantee that the data are true and consistent with other facts assembled, consistently entered, and have been well prepared to assist coding and tabularization (Kothari, 2004).

Coding denotes the procedure of allocating numbers or other symbols to responses so that the responses can be put into a restricted number of categories or classes. Such classes should be applicable to the research problem under deliberation. It must also possess the characteristic of exhaustiveness and also that of common solely which means that a specific answer can be placed in one and only one cell in a given category set. Alternative rule to be perceived is that of unidimensionality by which is intended that every class is well-defined in terms of only one idea (Kothari, 2004).

After the data has been properly arranged and coded, it is entered into the software that performs the eventual cross tabulation. In this research, SPSS software version 17.0 will be used for transcribing data. Data validation refers to the process of thoroughly checking the collected data to ensure optimal quality levels. All the accumulated data is double checked in order to ensure that it contains no inconsistencies and is utterly relevant. All these processes make up the complete data processing activity which ensure the said data is available for access.

3.8 Data Analysis

Analysis involves breaking up the data into manageable themes, patterns, trends and relationships. This is done in order to understand the various constitutive elements of data through an inspection of the relationships between concepts, constructs or variables. Furthermore, it helps in ascertaining whether there are any patterns or trends that can be identified or isolated, or to establish themes in the data (Israel, 2009).

There are two types of data analysis, descriptive data analysis and inferential data analysis. Descriptive data analysis describes data through the investigation and distribution of scores on each variable. It determines whether the scores on the different variables relate to each other. Inferential data analysis deals with empirical proof, enabling the researcher to make conclusions on populations from the sample data of empirical evidence. Both these approaches were employed in this research and they resulted in the presentation of tabulations, table and the use of statistical graphs (Israel, 2009). As discussed earlier, the main purpose of descriptive analysis is to summarize the data. The measures of central tendency do this job by finding out a single and easily understood number that best reflects the middle or is representative of the distribution of a set of scores on a specific variable. There are three commonly used measures of central tendency. They are mean, median and mode (Israel, 2009).

Reliability is about the query of whether or not a respond is constant. The notion of reliability is vital for assessing. The method is cautiously enlightened all the way through this research. The sample selection is constructed upon non-probability. The individuals are carefully chosen since their positions of expert and obligation in this area. The respondents are allowed to response the questionnaire without unnecessary pressure which would have undesirable effects upon the consistency of this study. This study is possible to reproduce with consistent results (Ranong, 2009).

Questionnaires were collected from a small samples of respondents. To improve the reliability of questionnaire, Cronbach' alpha is used to test the consistency. This method is commonly used to measure the internal consistency and reliability

of a construct is denoted by the Cronbach's Alpha. "The Cronbach's Alpha provides a coefficient of inter-item correlations that is the correlation of each item with the sum of all the other items.". Cronbach' alpha computed this reliability by recommending a coefficient which theoretically ranges from 0 to 1. If alpha (α) is near 0 then the quantified answers are no reliable, and if alpha (α) is close to 1 the answers are very reliable. The reliability level is acceptable at 0.6 or above (Ranong, 2009).

In this research study, it is necessary to analyse the association between the dependent and independent variables in terms of its interrelated variations, so the Pearson's Correlation Coefficient will be used to assess this analysis. This particular analysis method will help to indicate the linearity and the direction of the studied relationships which is denoted by the coefficient (r). Therefore, to evaluate if the relationship is either linear or not, the correlation coefficient will be referred. A positive value of 1.0 will indicate a positive linear relationship and vice versa. Multiple regression analysis uses several independent variables to determine which one is significant. It helps to clearly identify the variable that has a great impact on the dependent variable. Chapter 4 will further present the results of the analysis conducted statically along with the interpretations.

CHAPTER 4

RESEARCH RESULTS

4.1 Introduction

The association between employees' perceptions of CSR towards the employees' commitment and the organizational performance was the main objective of this research study. Furthermore, the influence of organizational commitment attempted to examine two types of employee behaviour: OCB and PSA.

Chapter 1 highlighted the hypotheses that were raised in this research study and these are:

Hypothesis 1: Employees' perceptions of CSR are associated positively towards employees' commitment

Hypothesis 2: Employees' perceptions of CSR are correlated positively towards the performance of their organization.

Hypothesis 3: Employees' commitment has a positive association towards employees' OCB

Hypothesis 4: Employees' commitment has a positive association towards employees' PSA

To recap, chapter 3 discussed the research methodology in terms of the development of the constructs related to the variables and the appropriate statistical procedures to evaluate the data that will be used in this research study. Chapter 4 will present the results and its interpretation of the study.

4.2 Procedure and Participants

A total of 200 questionnaires were distributed to random participants who were employees' working in the accounting organizations. The accounting organizations' that the employees' were working with, had engaged in CSR activities such as sponsoring charity drive, giving donations to the needed societies and providing funds to help the charities based on their organization website or annual reports. There were two options on completing the survey forms, either through the online link or the conventional paper form, employees' were provided via email and WhatsApp mobile application with the online survey link which was <http://goo.gl/forms/dsabdEPgu2> for the purpose of bulk distribution if they choose to respond using the online form. Additionally, all employees' that were involved in this research study was assured anonymity.

Of the 200 questionnaires distributed, 120 employees' responded to the questionnaire either through email or the Google Survey Form. The response rate at the individual level was 60%. Due to the fact that employees' answered the awareness question by choosing the answer that said: "Does not participate in any socially responsible initiatives", a total of eight survey forms were discarded. Given that other employees' had selected the other option that indicates some sort of CSR activity in their organization, these particular eight employees' were clearly either not responsive or were not aware at all concerning such CSR

activities. Of those 120 responded questionnaires, six questionnaires had missing answers. At this point, the usable sample size was 106 (n = 106).

4.3 Descriptive Analysis

Descriptive analysis is commonly used in a research study to describe the general features of the data and convert them to evaluate its distribution, variability and central tendency. It also guides through a large number of respondents to evaluate their responses and interpret them to identify their characteristics after receiving the research sample. In this research study, the general characteristics of the random employees' from the accounting organizations' that are evaluated were gender, age, period of tenure and their annual income.

Approximately, 28.3% of the respondents were male and 71.7% females, 75.5% were in single marital status and 24.5% were married. The majority was between the ages of 26 – 35 (51.9%) while 26.4% of the respondents were between the ages of 16 – 25. 19.8% were between the ages of 36 – 45 and the remaining 1.9% was from 46 and above. Employees' that were working for their organizations' for less than ten years were eighty six percent (85.8%) of the total respondents and employees' that were working for more than ten years were 14.2 % of the total respondents.

In terms of the respondents' educational qualification, employees' who hold a bachelor's degree were eighty six percent (85.8%) and they were the majority of the total respondents. Employees' with a master's degree were 7.5% and employees' with the other types of degrees, for example, Diploma, PhD and other professional certifications, were 6.6%. Concerning the respondents' annual income, employees' with an annual income between MYR 50,000 – MYR 74,999 were the highest with a percentage of 31.1%. Employees' with an annual income between MYR 25,000 – MYR 49,999 were 29.2% of the total respondents and employees' with an annual income of less than MYR 25,000 were 22.6% of the total respondents. Then, employees' with an annual income between MYR 75,000

– MYR 100,000 were 9.4% of the total respondents and 7.5% of the rest of the respondents did not want to specify their annual income. Table 4.1 below is presented with the related demographic details.

Table 4.1 Demographic characteristics of the sample

Demographic Variables	Percentage
<u>Gender</u>	
Male	28.3
Female	71.7
<u>Marital Status</u>	
Single	75.5
Married	24.5
<u>Age</u>	
16-25	26.4
26-35	51.9
36-45	19.8
46 and above	1.9
<u>Tenure</u>	
Less than 10 years	85.8
More than 10 years	14.2
<u>Education</u>	
Diploma	3.8
Bachelor's Degree	85.8
Master's Degree	7.5
PhD	0.9
Professional Certifications	1.9
<u>Annual Income</u>	
Less than MYR 25,000	22.6
MYR 25,000 - MYR 49,999	29.2
MYR 50,000 - MYR 74,999	31.1
MYR 75,000 - MYR 100,000	9.4
Would rather not say	7.5

4.3.1 Respondent Demographic Profile

The descriptive analysis was conducted using SPSS version 17.0. The following table depicts the results extracted.

4.3.1.1 Gender

Table 4.2 Respondents by Gender

Sex

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Male	30	28.3	28.3	28.3
Female	76	71.7	71.7	100.0
Total	106	100.0	100.0	

4.3.1.2 Age

Table 4.3 Age of Respondents

Age

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 16-25	28	26.4	26.4	26.4
26-35	55	51.9	51.9	78.3
36-45	21	19.8	19.8	98.1
46 and above	2	1.9	1.9	100.0
Total	106	100.0	100.0	

4.3.1.3 Marital Status

Table 4.4 Marital status of respondents

		Marital Status			Cumulative
		Frequency	Percent	Valid Percent	Percent
Valid	Single	80	75.5	75.5	75.5
	Married	26	24.5	24.5	100.0
	Total	106	100.0	100.0	

4.3.1.4 Tenure of employment

Table 4.5 Tenure of respondents

		Tenure of Respondents			Cumulative
		Frequency	Percent	Valid Percent	Percent
Valid	Less than 10 years	91	85.8	85.8	85.8
	More than 10 years	15	14.2	14.2	100.0
	Total	106	100.0	100.0	

4.3.1.5 Education level

Table 4.6 Education level of respondents

What is the highest level of education you attained?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Diploma	4	3.8	3.8	3.8
	Bachelor Degree	91	85.8	85.8	89.6
	Master Degree	8	7.5	7.5	97.2
	PhD	1	.9	.9	98.1
	Professional Certifications	2	1.9	1.9	100.0
	Total	106	100.0	100.0	

4.3.1.6 Annual income

Table 4.7 Annual income of respondents

What is your annual income?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than MYR 25,000	24	22.6	22.6	22.6
	MYR 25,000-MYR 49,999	31	29.2	29.2	51.9
	MYR 50,000-MYR 74,999	33	31.1	31.1	83.0
	MYR 75,000-MYR 100,000	10	9.4	9.4	92.5
	Would rather not say	8	7.5	7.5	100.0
	Total	106	100.0	100.0	

4.4 Reliability and Validity Analysis

It is important to find scales that are reliable to include into the study. One of the main issues concerns the scale's internal consistency which refers to the degree to which the items measured interconnects to each other and if they are all measuring the same underlying construct. Reliability ensures consistent measurement and indicates the stability of the measured items and helps to assess the validity of a measure.

The most common indicators of these consistencies are Cronbach's Alpha coefficient. The reliability of a scale is dependent on its sample that is used so, it is necessary to check that each of the scales is reliable with the sample. SPSS was used to compute the reliability test of the survey forms and the results extracted were able to assess and identify the reliability of the variables as the following:

- a) Employees' Perception of CSR in terms of Fit (**FT**), Motivation (**MT**) and Investment (**IN**)
- b) Organizational Performance (**OP**)
- c) Organizational Commitment (**OC**)
- d) Personal Social Action (**PSA**)
- e) Organizational Citizenship Behaviour (**OCB**)

Table 4.8 Scale Statistics for Reliability Analysis

Construct	Item	Corrected Item-Total Correlation	Cronbach's Alpha if item Deleted	Construct Reliability
FT				0.943
	FT1	0.836	0.932	
	FT2	0.830	0.932	
	FT3	0.808	0.935	
	FT4	0.817	0.934	
	FT5	0.861	0.929	
	FT6	0.820	0.934	
MT				0.598
	MT7	0.244	0.580	
	MT8	0.413	0.526	

MT9	0.348	0.549
MT10	0.196	0.592
MT11	0.421	0.526
MT12	0.402	0.530
MT13	0.234	0.583
<i>MT14</i>	<i>0.117</i>	<i>0.617</i>
IN		0.964
IN15	0.834	0.963
IN16	0.892	0.957
IN17	0.905	0.955
IN18	0.882	0.958
IN19	0.903	0.956
IN20	0.902	0.956
OP		0.816
OP3	0.757	0.708
OP4	0.775	0.698
OP5	0.698	0.740
OP6	0.344	0.880
OC		0.868
OC1	0.494	0.862
OC2	0.591	0.859
OC3	0.312	0.868
OC4	0.538	0.860
OC5	0.486	0.861
OC6	0.021	0.882
OC7	0.571	0.860
OC8	0.596	0.859
OC9	0.521	0.861
OC10	0.591	0.858
OC11	0.478	0.862
OC12	0.143	0.876
OC13	0.571	0.860
OC14	0.601	0.859
OC15	0.438	0.864
OC16	0.643	0.855
OC17	0.504	0.861
OC18	0.209	0.872
OC19	0.618	0.857
OC20	0.576	0.858
OC22	0.610	0.857
PSA		0.938
PSA1	0.849	0.920

PSA2	0.823	0.929
PSA3	0.840	0.923
PSA4	0.899	0.904
OCB		0.934
OCB1	0.799	0.923
OCB2	0.834	0.918
OCB3	0.849	0.916
OCB4	0.678	0.941
OCB5	0.864	0.915
OCB6	0.846	0.917

In correspondence to the above reliability table, all constructs reveals a reliability value of more than 0.60 which depicts that the constructs are internally consistent however, the MT construct reveals a reliability value of 0.598 which is less than 0.60 which portrays that the MT construct is not internally consistent. 0.60 was the cut-off value for the reliability analysis which was indicated by Ranong (2009).

Since the cut-off value for the reliability analysis should be more than 0.60, therefore, the MT construct needs to be re-assessed in order to obtain the reliability value of more than 0.60. Furthermore, when comparing the Corrected Item-Total Correlation, MT construct reveals the lowest value of 0.117 among the other measured constructs. So as to perform this re-assessment, an item that showed when it's Cronbach's Alpha value after deleted results to more than 0.60 shall be removed from the construct and that particular item was MT14 which evaluated the employees' perceived genuine interest of their organizations' CSR activities. Eventually, this removal actually explains that most likely that they observed their organization as not showing genuine interest when supporting its CSR activities.

Subsequently, the aforementioned item was removed and the MT construct was assessed for its reliability. Hence, it was shown that after removing the particular item in this construct, the reliability value was to be more than 0.60 which explains the internal consistency of the construct. After this modification was made, another reliability analysis was run. Table 4.9 below shows the re-assessed reliability analysis conducted for the MT construct.

Table 4.9 Scale Statistics (Revised MT Construct)

Construct	Item	Corrected Item-Total Correlation	Cronbach's Alpha if item Deleted	Construct Reliability
MT				0.617
	MT7	0.054	0.652	
	MT8	0.594	0.474	
	MT9	0.509	0.513	
	MT10	0.017	0.665	
	MT11	0.550	0.500	
	MT12	0.570	0.486	
	MT13	0.022	0.669	

4.5 Correlation Analysis

Correlation analysis is used to describe the strength and direction of the linear relationship between two variables. The correlation analysis determines a better understanding of the data. Pearson Correlation Coefficient was used to analyze if there is correlation between the variables and the level of its linear relationship between the variables.

This coefficient indicates the direction and the strength of a linear relationship between two variables. The Pearson's correlation coefficient (r) can vary from -1 to +1. The bigger the value, the stronger the relationship will be. A coefficient of +1 indicates a perfect positive relationship and a coefficient of -1 indicates a perfect negative relationship. A scatterplot of this relationship would show a straight line. 0 indicates that there is no linear relationship between the variables. A scatterplot would show a circle of points, with no pattern evident.

The values for interpretation according to statistics are as follows:

- Rho = .10 to .29 or -.10 to -.29 (small effect)
- Rho = .30 to .49 or -.30 to -.49 (medium effect)
- Rho = .50 to 1.0 or -.50 to -1.0 (large effect)

4.5.1 Correlation between Employees' Perception of CSR towards Employees' Commitment

Table 4.10 Correlation Matrix between Employees' Perceptions of CSR towards Employees' Commitment

Correlations		Total Organization Commitment
Total Fit	Pearson Correlation	.520 ^{**}
	Sig. (2-tailed)	.000
	N	106
Total Motivation	Pearson Correlation	.222 [*]
	Sig. (2-tailed)	.022
	N	106
Total Investment	Pearson Correlation	.576 ^{**}
	Sig. (2-tailed)	.000
	N	106

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

* . Correlation is significant at the 0.05 level (2-tailed).

The relationship between employees' perception of CSR in terms of fit (as measured by Total Fit), motivation (as measured by Total Motivation) and investment (as measured by Total Investment) and employees' commitment (as measured by Total Organization Commitment) was investigated. There was a positive correlation between the variables, Total Fit, Total Motivation and Total Investment and Total Organization Commitment ($r = 0.520, 0.222, 0.576, n = 106, p < 0.05$), with high levels of perceived fit and investment and low level of perceived motivation associated with employees' commitment.

4.5.2 Correlation between Employees' Perceptions of CSR towards Organizational Performance

Table 4.11 Correlation Matrix of Perceptions of CSR among Employees' towards Organizational Performance

Correlations		Total Organizational Performance
Total Fit	Pearson Correlation	.237 [*]
	Sig. (2-tailed)	.014
	N	106
Total Motivation	Pearson Correlation	-.371 ^{**}
	Sig. (2-tailed)	.000
	N	106
Total Investment	Pearson Correlation	.209 [*]
	Sig. (2-tailed)	.031
	N	106

*. Correlation is significant at the 0.05 level (2-tailed).

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

The relationship between employees' perception of CSR in terms of fit (as measured by Total Fit), motivation (as measured by Total Motivation) and investment (as measured by Total Investment) and organizational performance (as measured by Total Organizational Performance) was investigated. There was a positive correlation between perceived fit and perceived investment with organizational performance ($r = 0.237, 0.209, n = 106, p < 0.05$) with low levels of these two variables associated with organizational performance. On the other hand, there was a negative correlation between perceived motivation and organizational performance ($r = -0.371, n = 106, p < 0.05$) with medium level of this variable associated with organizational performance.

4.5.3 Correlation between Employees' Commitment and Organizational Citizenship Behaviour

Table 4.12 Correlation Matrix between Employees' Commitment and Organizational Citizenship Behaviour

		Correlations	
		Total Organization Commitment	Total Organizational Citizenship Behaviour
Total Organization Commitment	Pearson Correlation	1	.539**
	Sig. (2-tailed)		.000
	N	106	106
Total Organizational Citizenship Behaviour	Pearson Correlation	.539**	1
	Sig. (2-tailed)	.000	
	N	106	106

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

The relationship between employees' commitment (as measured by Total Organization Commitment) and organizational citizenship behaviour (as measured by Total Organizational Citizenship Behaviour) was investigated. There was a strong and positive correlation between these variables ($r = 0.539$, $n = 106$, $p < 0.05$) with high levels of organization citizenship behaviour associated with employees' commitment.

4.5.4 Correlation between Employees' Commitment and Personal Social Action

Table 4.13 Correlation Matrix between Employees' Commitment and Personal Social Action

		Total Organization Commitment	Total Personal Social Action
Total Organization Commitment	Pearson Correlation	1	.645**
	Sig. (2-tailed)		.000
	N	106	106
Total Personal Social Action	Pearson Correlation	.645**	1
	Sig. (2-tailed)	.000	
	N	106	106

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

The relationship between employees' commitment (as measured by Total Organization Commitment) and personal social action (as measured by Total Personal Social Action) was investigated. There was a strong and positive correlation between these variables ($r = 0.645$, $n = 106$, $p < 0.05$) with high level of personal social action associated with employees' commitment.

In the following table 4.14 the correlation values are presented for all variables.

Table 4.14 Correlation Matrix for All Variables

Correlations							
	Total Fit	Total Motivation	Total Investment	Total Organization Commitment	Total Personal Social Action	Total Organizational Citizenship Behaviour	Total Organizational Performance
Total Fit	1						
Total Motivation	.318**	1					
Total Investment	.813**	.400**	1				
Total Organization Commitment	.520**	.222*	.576**	1			
Total Personal Social Action	.576**	.084	.632**	.645**	1		
Total Organizational Citizenship Behaviour	.266**	-.118	.287**	.539**	.507**	1	
Total Organizational Performance	.237*	-.371**	.209*	.032	.115	.304**	1

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

* . Correlation is significant at the 0.05 level (2-tailed).

4.6 Regression Analysis

Regression analysis is based on the measurement analyzed from the correlation between the variables previously; nevertheless regression allows more sophisticated exploration of the interrelationship among the variables. It also can further derive how well a set of variables is able to predict a particular outcome. In regression analysis we fit a model to our data and use it to forecast the value of the dependent variable from the one or more independent variables. This research uses multiple regression analysis (more than one predictor) to determine the value of the dependent variable.

A standard regression analysis was used to evaluate association of socially responsible perceptions of employees' in terms of motivation, fit and investment towards their commitment plus the organization performance. In standard multiple regression all the independent (or predictor) variables are entered into the equation simultaneously. Each independent variable is evaluated in terms of its predictive power, over and above that offered by all the other independent variables.

4.6.1 Regression Analysis between Employees' Perception of CSR and Employees' Commitment and Organizational Performance

Table 4.15 Model Summary for Employees' Perception

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.542 ^a	.294	.281	10.35502

a. Predictors: (Constant), Total Organizational Performance, Total Organization Commitment

b. Dependent Variable: Employee Perception

The R^2 value from the above table describes the variance level in the dependent variable (Employees' Perception of CSR) which explains the model that includes variables of Total Employees' Commitment and Total Organizational Performance. In this case, the value is 0.294, which describes that 29.4% of the independent variables, which are employees' commitment and organizational performance, depicts the total variations in the dependent variable. Additionally, 70.6% from the remaining variations are unexplained in this study due to the fact that there were possibilities of other undefined variables that were not covered in this study that is able to explain the dependent variable. The correlation between the dependent and independent variable was represented by the R coefficient and the R value here depicts a positive correlation of 0.542 between the variables. The adjusted R^2 value is 0.281.

Table 4.16 ANOVA for Employees' Perception

ANOVA^b						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4604.626	2	2302.313	21.472	.000 ^a
	Residual	11044.317	103	107.226		
	Total	15648.943	105			

a. Predictors: (Constant), Total Organizational Performance, Total Organization Commitment

b. Dependent Variable: Employee Perception

The p-value as depicted from the above ANOVA table is less than 0.05. This indicates that the model is significant.

Table 4.17 Coefficients for Employees' Perception

Coefficients ^a												
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B		Correlations			Collinearity Statistics	
	B	Std. Error	Beta			Lower Bound	Upper Bound	Zero-order	Partial	Part	Tolerance	VIF
1 (Constant)	20.139	7.978		2.524	.013	4.315	35.962					
Total Organization Commitment	.633	.097	.541	6.531	.000	.441	.826	.542	.541	.541	.999	1.001
Total Organizational Performance	.081	.243	.027	.332	.741	-.401	.562	.045	.033	.027	.999	1.001

a. Dependent Variable: Employee Perception

From the table above, the collinearity statistics explains the tolerance and VIF value. Tolerance value indicates the variability level of the independent variable which is not explained by the other independent variable. If this value is less than 0.10, it indicates high existence of multiple correlations which suggests possibility of multicollinearity. VIF value is the inverse of the tolerance value which thereby, if this value is more than 10, indicates multicollinearity. Hence, in this case, the tolerance value is 0.999, which is more than 0.10 and the VIF value is obviously less than 10; therefore, the model does not indicate multicollinearity.

Other information that we can extract here is the p-value from the Sig. column. Evidently, the p-value for variable Total Organization Commitment is 0.000 which is less than 0.05, hence, indicates that there is a significant contribution to the dependent variable's prediction, Employees' Perception. However, the p-value for variable Total Organizational Performance is more than 0.05, therefore, it can be concluded that this variable is not making a significant contribution to the prediction of the dependent variable.

Other information that can be abstracted is the Part Correlation Coefficient which can explain the unique contribution of each independent variable to the total variance in the dependent variable. Total Organization Commitment has a part correlation of 0.541, which after squaring the value, indicating that this variable explains 29% of the variance in Employees' Perception. For the Total Organizational Performance, the value is 0.027, which squared, provides a very small contribution of 0.07% to the variance in Employees' Perception.

The unstandardized regression coefficient, B from the table above, signifies the strength of the relationship between the dependent and independent variable by which the regression equation below is able to describe:

$$Y = a + b_1(X_1) + b_2(X_2)$$

Y = Employees' Perception

a = constant value

b = standardized coefficient

X1 = Total Organizational Performance

X2 = Total Organization Commitment

Correspondence to the above defined variables, the regression equation is computed as below, which indicates as a unit increase of Total Organizational Performance and Total Organization Commitment will increase the Employees' Perception.

$$\text{Employees' Perception} = 20.139 + 0.081(\text{Total Organizational Performance}) + 0.633(\text{Total Organization Commitment})$$

Furthermore, this output also clarifies the impact level of each independent variable towards the dependent variable. The coefficient table above explains the contributions of each variable on the amount of variation towards the dependent variable. Therefore, it is interpreted that Total organization Commitment contributes the highest variation towards the Employees' Perception by depicting the B value of 0.633 whereas; Total Organizational Performance contributes the lowest variation towards the Employees' Perception by depicting the B value of 0.081.

4.6.2 Regression Analysis between Employees' Commitment and Organizational Citizenship Behaviour and Personal Social Action

Table 4.18 Model Summary for Organization Commitment

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.691 ^a	.477	.467	7.60906

a. Predictors: (Constant), Total Personal Social Action, Total Organizational Citizenship Behaviour

b. Dependent Variable: Total Organization Commitment

The R^2 value from the above table is 0.477, which describes that the independent variables (Total Personal Social Action and Organizational Citizenship Behaviour) can explain 47.7% of the variations in the dependent variable (Total Organization Commitment). Nevertheless, the remaining 52.3% is explained in this study which means that there are additional variables that was not taken into consideration in this study which can explain the Employees' Commitment. The R value is 0.691 indicates strong positive correlation between the variables and the adjusted R^2 value is 0.467.

Table 4.19 ANOVA for Organization Commitment

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	5445.892	2	2722.946	47.030	.000 ^a
	Residual	5963.466	103	57.898		
	Total	11409.358	105			

a. Predictors: (Constant), Total Personal Social Action, Total Organizational Citizenship Behaviour

b. Dependent Variable: Total Organization Commitment

According to the ANOVA table above, the p-value is 0.000 which is less than 0.05 which indicates that the model is significant.

Table 4.20 Coefficients for Organization Commitment

Coefficients ^a												
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B		Correlations			Collinearity Statistics	
	B	Std. Error	Beta			Lower Bound	Upper Bound	Zero-order	Partial	Part	Tolerance	VIF
1 (Constant)	37.728	3.978		9.485	.000	29.839	45.616					
Total Organizational Citizenship Behaviour	.687	.199	.286	3.457	.001	.293	1.080	.539	.322	.246	.743	1.346
Total Personal Social Action	1.401	.231	.501	6.060	.000	.943	1.860	.645	.513	.432	.743	1.346

a. Dependent Variable: Total Organization Commitment

The collinearity statistics from the above table defines the tolerance and VIF value as previously described. The tolerance value here is 0.743, which is more than 0.10 and VIF value is 1.346 which is less than 10. This indicates that the model does violate the multicollinearity assumption. Furthermore, the p-value for both variables (Total Organizational Citizenship Behaviour and Total Personal Social Action) is less than 0.05 which also indicates that there is a significant relationship and contribution to the dependent variable’s prediction, Employees’ Commitment.

The part correlation coefficient for Total Organizational Citizenship Behaviour here is 0.246, in which after squared, indicates that 6.05% of this independent variable explains the variance in the Total Organization Commitment. Whereas, for Total Personal Social Action the part correlation coefficient is 0.432, and when squared, provides 18.6% of variance is explained by this variable in the Total Organization Commitment.

The strength of the relationship between the dependent and independent variables can be explained by using the regression equation below derived from the unstandardized regression coefficient, B from the above table.

$$Y = a + b_1(X_1) + b_2(X_2)$$

Y = Employees’ Commitment

a = constant value

b = standardized coefficient

X1 = Total Organizational Citizenship Behaviour

X2 = Total Personal Social Action

Therefore, the estimated regression equation for this linear relationship is as below, which defines that when a unit of Total Organizational Citizenship Behaviour and Total Personal Social Action is increased, this will increase the value of Employees' Commitment.

$$\text{Employees' Commitment} = 37.728 + 0.687(\text{Total Organizational Citizenship Behaviour}) + 1.401(\text{Total Personal Social Action})$$

Therefore, Total Personal Social Action has the highest B value of 1.401 which contributes the highest to the variation of Employees' Commitment and Total Organizational Citizenship Behaviour has the lowest B value of 0.687 which contributes the least to the variation of Employees' Commitment.

4.7 Summary of the Results

Different analysis was done in this chapter to assess the developed hypotheses. The first analysis was the descriptive analysis which studied the demographic profile of the respondents. The total model fit of this research data was improved by conducting assessment of reliability and validity analysis of each construct to depict its Cronbach Alpha value. Thereafter, Pearson Correlation analysis was carried to determine the inter-correlation of all variables and signify its strength and direction of its relationship between one and another. Regression analysis was then conducted which resulted in the different relationships that was presented in the theoretical framework in Chapter 2. Chapter 5 will further elaborate and discuss the outcomes of this research study's analysis; implications of this study also will provide suggested recommendations for future research. The hypotheses were tested and the output was presented whether to accept or reject the model.

CHAPTER 5

DISCUSSION AND CONCLUSION

5.1 Introduction

The main objective of this research study, is to evaluate significant association of employees' socially responsible perceptions in terms of fit, investment and motivation towards their commitment and organizational performance. The research also seeks to assess the potential role of employees' commitment towards the organization and its relationship to the organizational citizenship behaviour and personal social action.

Although many CSR related research has been conducted widely, the potential impact of CSR to the employees' perception and their commitment towards the organization has not been clearly defined. Chapter 4, provided the outcomes of the analyses that were conducted in order to examine the hypotheses generated and eventually the anticipated theoretical model. Chapter 5 will continue to discuss further in conjunction with the interpreted outcomes and the justification of those outcomes supported with the appropriate literature reviews. The implications of

the outcomes, limitations and recommendations for future studies will also be presented in this chapter.

5.2 Discussion of Study Results

5.2.1 Reliability of Constructs

After conducting the reliability tests for the construct of variables used in this study (Employees' Perception in terms of Fit (FT), Motivation, (MT) and investment (IN), Organizational Performance (OP), Organization Commitment (OC), Organizational Citizenship Behaviour (OCB) and Personal Social Action (PSA), the result shows that most of the constructs were internally consistent. In other words, the items in these constructs were dependable to assess the employees' perception. However, this was not the case for the motivation construct (MT).

All other constructs has scored a significant reliability of more than the recommended cut-off more than 0.6 but the motivation construct had a reliability of only 0.598 which is less than 0.6 refer (see Table 4.8). This means that a particular item (MT14) does not correlate very well with the scale overall and after removing this particular item from the construct, results to an acceptable score above the cut-off point. Yet, compared to other constructs, motivation has the lowest reliability score. For this reason, employees' most likely do not perceive that their organization has a motivational interest in supporting CSR.

5.2.2 Correlation of Variables

The goal of conducting correlation analysis is to see if a change in the independent variable will result in a change in the dependent variable. A low correlation coefficient (e.g., less than ± 0.10) suggests that the relationship between two items is weak or non-existent. A high correlation coefficient (i.e., closer to plus or minus one) indicates that the dependent variable will usually change when the independent variable changes. The direction of the dependent variable's change depends on the sign of the coefficient. If the coefficient is a positive number, then the dependent variable will move in the same direction as the independent variable which indicates a positive correlation; if the coefficient is negative, then the dependent variable will move in the opposite direction of the independent variable which indicates a negative correlation.

A correlation analysis was conducted for the four relationships signified by the hypothesis of this study. The correlation between employees' perception of CSR in terms of fit, motivation and investment towards employees' commitment was analyzed. There was a strong and positive correlation between perceived fit and investment with employees' commitment with the Pearson correlation value of more than 0.5 which indicates a large effect between these variables.

There was a low but positive correlation exist between perceived motivation and employees' commitment with the Pearson correlation value of less than 0.5 which indicates a small effect of this variable to employees' commitment. This means that perceived motivation of the organization CSR activities contributes less impact or change towards the employees' commitment compared to perceived fit and investment.

The correlation between employees' perception of CSR in terms of fit, motivation and investment towards organizational performance was also analyzed. Here, perceived fit and investment had a low but positive correlation with the Pearson correlation value of less than 0.5 which indicates that these two variables contributes less impact towards organizational performance. On the other hand, perceived motivation had a low and negative correlation with the Pearson correlation value of less than 0.5 which indicates that this variable contributes less impact and has an opposite relationship towards the organizational performance. It

seems that employees' do not perceive motivation plays a role to influence the organization performance.

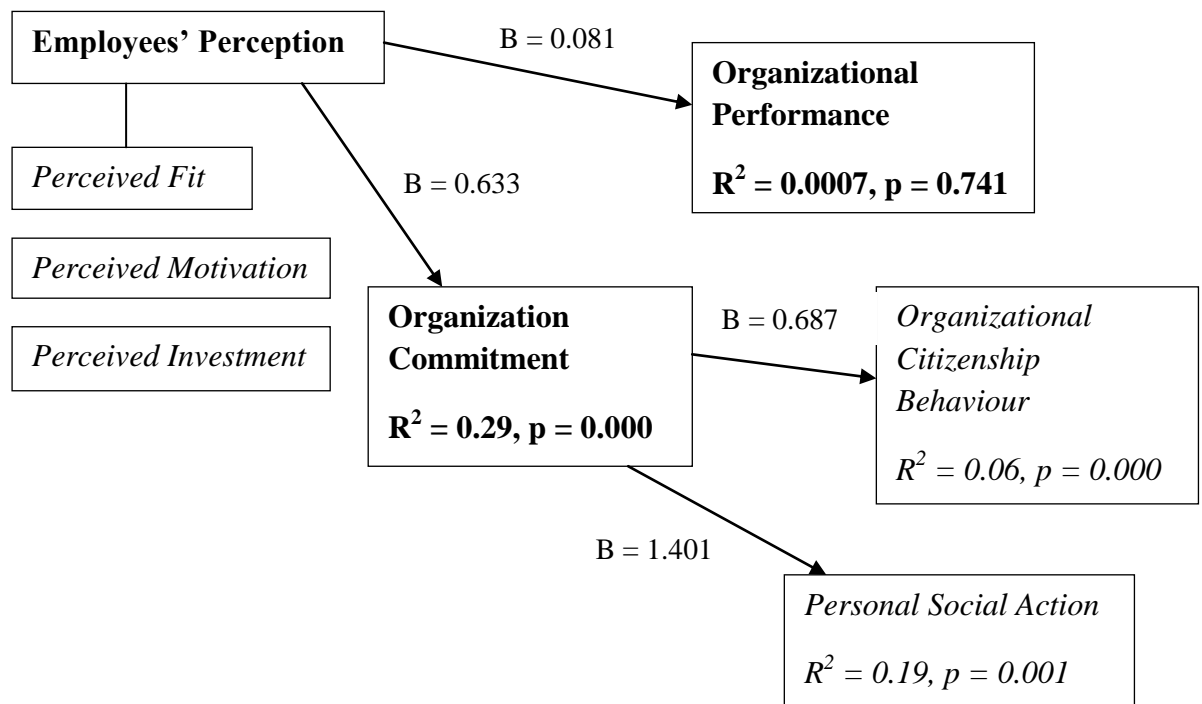
In the correlation analysis between employees' commitment and organizational citizenship behavior, the Pearson correlation value is more than 0.5 which signifies that this variable has a strong and positive correlation towards employees' commitment. This means that employees' organizational citizenship behaviour provides positive and significant influence on their commitment to the organization perceived CSR activities.

Following the analyses of variables associated with employees' commitment, employees' personal social action was also analyzed. There was a strong and positive correlation between these two variables with the Pearson correlation value of more than 0.5, which signifies that personal social action contributes significantly towards employees' commitment. A correlation matrix between all variables analyzed was presented in table 4.14 to indicate the correlation level and direction of all variables involved in this study and to give a view of the relationship between these variables.

5.2.3 Evaluation of Hypotheses

The results from the regression analysis which was presented in section 4.6 previously are summarized in Figure 5.1 below.

Figure 5.1 Summary of Regression Analysis



Hypothesis 2 in this study, which was the positive association between the employees' perceptions of CSR and organizational performance, was not evidently supported due to the fact that the outcome from the analysis shows that the p-value was 0.741 ($B = 0.081$) which proves that the socially responsible perceptions of the employees' in terms of fit, investment and motivation does not obtain significant contribution towards the organizational performance. Hypothesis 1 from this research, which was the positive association between employees' perceptions of CSR and organization commitment, was clearly supported because the outcome from the analysis showed that the p-value was less than 0.05 ($B = 0.633$), which proves that there is a positive contribution of the socially responsible perceptions of the employees' in terms of fit, investment and motivation towards the organization commitment. The positive relationship that was hypothesized between organization commitment and organizational

citizenship behaviour (Hypothesis 3) ($B = 0.687$, $p < 0.05$) and personal social action (Hypothesis 4) ($B = 1.401$, $p < 0.05$) were also supported.

Furthermore, the outcome of the analysis conducted also shows that 29% of variance of the socially responsible perceptions of the employees' in terms of fit, investment and motivation was described from the organization commitment and organizational performance scored a variance of 0.07% of the dependent variable. Additionally, 19% of variance from organization commitment was described from personal social action and along with organizational citizenship behaviour scoring 6% of variance.

An overview of the research questions with the hypotheses is presented in table 5.21 below and based on the results; the decision to accept or reject the null hypothesis is made.

Table 5.21 Results of Hypotheses Testing

	Hypotheses	P-value	Result
Research Question 1	<p>H1:</p> <p>H₀ : Employees’ perceptions of CSR are associated negatively towards employees’ commitment</p> <p>H₁ : Employees’ perceptions of CSR are associated positively towards employees’ commitment</p>	<p>p = 0.000</p> <p>B = 0.633</p>	<p>Reject H₀</p> <p><u>Accept H₁</u></p>
Research Question 2	<p>H2:</p> <p>H₀ : Employees’ perceptions of CSR are correlated negatively towards the performance of their organization.</p> <p>H₁ : Employees’ perceptions of CSR are correlated positively towards the performance of their organization.</p>	<p>p = 0.741</p> <p>B = 0.081</p>	<p>Reject H₁</p> <p><u>Accept H₀</u></p>
Research Question 3	<p>H3:</p> <p>H₀ : Employees’ commitment has a negative association towards employees’ OCB</p> <p>H₁ : Employees’ commitment has a positive association towards employees’ OCB</p>	<p>p = 0.000</p> <p>B = 1.401</p>	<p>Reject H₀</p> <p><u>Accept H₁</u></p>
	<p>H4:</p> <p>H₀ : Employees’ commitment has a negative association towards employees’ PSA</p> <p>H₁ : Employees’ commitment has a positive association towards employees’ PSA</p>	<p>p = 0.001</p> <p>B = 0.687</p>	<p>Reject H₀</p> <p><u>Accept H₁</u></p>

The research hypotheses were assessed by conducting the evaluation through the regression analysis. The outcome from the regression analysis of the research hypotheses can be explained through its unstandardized coefficient value, B, which will evaluate the relationship level. The association of employees' commitment and socially responsible perceptions of the employees', its B value shows 0.633 ($p = 0.000$), which defines that this association is significantly positive. This result clearly supports the hypothesis since the p-value proves to be less than 0.05, which also explains that employees' perceives positively of CSR towards the organization commitment.

This proven hypothesis was also supported by Zam Zuriyati (2013), in her study, which also signifies a positive association between these two variables. She further explained that employees' commitment, which refers to emotional bond or attachment between the employee and their organization, will increase the employees' sense of belonging. Ahmad Ebeid (2010) believes that committed employees' are not willing to leave the organization and are ready to provide considerable effort. In general, if an organization achieves a high level of its employees' organizational commitment, not only it will gain a positive influence towards their employees' socially responsible perceptions but it will also gain high performance, greater satisfaction and lower turnover. It is therefore, can be concluded that the hypothesis 1 (H1) from this research study which proposed significant influence towards the employees' commitment and the socially responsible perceptions of the employees' are in line with the outcomes of these two preceding studies.

In terms of perceived motivation, Salama (2011) stressed the fact that employees' perceptions of their organizations social policies will impact their willingness to participate and contribute to social initiatives in which will affect subsequent employees' attitudes and behaviours. This will then further manifest positive attitudes created through employees' perceived CSR in terms of motivation. This further supports this study which hypothesized the positive impact of employees' perceived CSR in terms of motivation towards organizational commitment.

Employees' tend to be observed as more reliable assets in accordance to the organizations' mission and values when they are expected to upkeep to the

organizational CSR policies, as mentioned in Alfaro-Barrantes's (2012) study. Schiefelbein (2012) further supported this association and highlighted that when there is a high perceived fit among employees', it generates better evaluations of the organization and its CSR engagement. Additionally, hypothesis 1 that was proposed to signify a positive influence towards the employees' commitment and the socially responsible perceptions of the employees', is clearly in line with Alfao-Barrante's study.

According to Thomas's (2012) research study, it was claimed that employees' tend to judge their organization pays sincere attention towards its socially supported events when the capitalized funds from the organization in the CSR initiatives are perceived confidently by the employees'. Josefina (2013) claimed that rewarding system in terms of profit sharing and increase in salary would motivate the employees' to perceive a positive effect of their organizations CSR initiatives and promote them to perform and commit to their organizations social practices. This further coincides with the current study which specifies a positive relationship between employees' perceived CSR in terms of investment towards organizational commitment.

As discussed above, in terms of the association between employees' perceived CSR activities in terms of fit, motivation and investment towards their organizational impact, these findings clearly proves that there is a positive impact and that organizations' should ensure their employees' will always perceive their effort to be altruistic when the organizations' are involved in a CSR effort.

Research studies has been conducted to examine how CSR can help to improve the organization to develop a positive image in the minds of their customers and public but less research was done to examine from an employees' perspective. Although majority of the studies found positive relationship between the employees' CSR perceptions and ther organizations commitment, but some authors identified other variables which might cause a negative influence to this relationship.

Ting Shiun (2012), in her study, has quoted a study by Milton Friedman, which stated that "there is one and only one social responsibility of business – to use its resources and engage in activities designed to increase its profits so long as it

stays within the rules of game, which is to say, engages in open and free competition, without deception and fraud". She also found another supporter of this belief, that further argued, a business function is to solely to maximize profit, government to provide and preserve general welfare of society and labor are functioned to provide for its workers. Being socially responsible is destructive and could cause costly interruption from the organizations money-making goals. He concluded that organizations are not meant to do good as it is not a charitable organization.

Ting Shiun (2012) explained that employees' tend to have divergent opinions about their organizations' CSR efforts as a result of their cognitive processes. It is not necessarily that employees' would accept such initiatives as effective through the organizations objective fulfillment because they might look at it as a waste of resources while other might embrace the initiatives that are in line with their personal values. This study argued the possible negative impact of employees' perceived CSR which can affect their attitudes and behaviour. Further observed results did not support this argument.

The association between employees' perceptions of CSR and organizational performance had a B value of 0.081, which indicates a positive level of association but it is considered as a very small and low positive association when compared to the employees' commitment as defined previously. Moreover, the positively related hypothesis that was generated for this association is signified as non-significant due to the fact that the p-value was 0.741 which was undoubtedly higher than 0.05. This also proves that the outcome does not support the hypothesis.

Muhammad Mohtsham Saeed (2012) however mentioned in his study that through performing socially responsible activities by which, is declared to be an efficient operational strategy in order reinforce the business performance, it helps in developing a strong perspective among all the investor's and their correspondence behaviour towards the public and natural surroundings. Muhammad also highlighted that organizations has implemented CSR as a tool to obtain improved business performance and earnings by developing the immaterial business properties such as public investment and repute investment.

Mahindadasa U. (2011) found that when organizations engage in CSR activities, they are enhancing their reputation, which in turn provides them with benefits of increase in organizational performance in terms of competitive advantage. This type of competitive advantage provided by CSR will be able to attract quality employees' to perceive a positive relationship between CSR and their organizational performance.

In accordance to the research study conducted by Yongrok Choi (2014), the hypothesis of significant association of socially responsible perceived of the employees' towards the organization performance was generated. According to these researchers, better organization performance results in a surplus of resources that enables the organization with financial means to address social issues. They also highlighted that employees' perceived CSR and organization performance are synergistic and that CSR is a predictor and a consequence of organizational performance.

Yongrok Choi argued that there are most likely some possibilities that such inconsistency of the outcome on the association between employees' perceived CSR and organizational performance was produced and that one of the possibilities are due to the fact that there might be other mediating variables between this association and with reference to this study, such mediating variables could be the employees' commitment and OCB.

Specifically, the non-significant association could also be due to the fact that the questions from the survey that were constructed to assess the organizational performance were most likely to be too general and did not precisely indicate the CSR activities that their organizations were involved. In addition, the anticipated associations could be affected by the self-response bias of the employees'. For instance, it was proven that only 0.07% of variance existed among the employees' based on the part correlation data of the construct, which clearly signifies that there were very little variance and this situation could have been caused from the method that the questions were answered back by the employees. As a conclusion, there were multiple and assorted outcomes that were generated on the assessment of the association between employees' perceived CSR and organizational performance which was found from Yongrok Choi (2014), Mahindadasa (2011)

and Muhammad Mohtsham Saeed (2012)'s research study. As stated by Wan Suhazeli Wan Ahamed (2014), timeframe played an important role when investigating the relationship between CSR and organization performance. Though organizations are involved in CSR activities, if there were to be a bad economic period, this may cause negative relationship.

Wan Suhazeli Wan Ahamed's study later concluded that organizations improve their financial performance and corporate reputation via increasing their CSR. This also indicates that organizations are able to increase the morale of employees' and enhance their relation with investors. These studies however, does not support the current study's hypothesis that results in a negative relationship between employees' perceived CSR and organizational performance as many researchers have found a positive impact.

The p-value related to with the relationship between employees' commitment and organizational citizenship behaviour ($B = 0.687$) was less than 0.05, which indicates that this relationship is significant. Similarly, the relationship between employees' commitment and personal social action was also significant ($B = 1.401$, $p < 0.05$). Both unstandardized coefficients were positive, which suggests that as both independent variables increase, employees' commitment increases as well. It was evidently concluded that the generated hypothesis of the association between employees' commitment and OCB along with PSA is supported and had a positive impact from the outcomes of the research results as discussed.

Empirical evidences supporting this relationship were discussed in Chapter two's literature review. it was found that those discussed studies, evidently supports the theory that employees' will tend to perform in a comparable manner with the organizations' objective when they are dedicated or motivated to their organization and this subsequently proves that the relationship between these variables are significantly positive. When an organization is engaged with social responsible behaviour, employees' will be more likely to behave in the same manner. According to S. Duane Hansen (2011), it was reasoned that when employees' perceive that their organization is socially responsible; they will likely develop an increased commitment to their organization, as evident through increased OCB.

A significant negative association was found between the employees' CSR commitment and OCB in Noble's (2013) study. Noble's study was further explained which indicated that the study was meant to evaluate the positive hypothesized association between employees' CSR commitment and OCB but found a contradicting outcome of the study. A possible explanation for this negative relationship was that employees' could have perceived their organizations substantial investment in its CSR policies could propagate the CSR concept and eventually turned to be misinterpreted and weakening the amount of OCB exhibited.

When employees' develop a positive behaviour they become more committed to the organization and thus will be able to be more loyal and work to uphold the operations of the organization. This will then improve and lead to a good reputation of the organization. Hassan Ali Khan (2014) agreed and supported the positive relationship employees' CSR commitment and OCB and suggested that organizations should focus on CSR activities to develop positive behaviours among employees' because they will feel respected when they observe their organization is socially responsible. S. Duane Hansen (2011) and Hassan Ali Khan (2014) supports the hypothesized positive relationship in this current study between employees' organization commitment and OCB.

A significant positive influence towards PSA from the employees' organizational commitment was also shown from the outcome of the results. Referring to Alfaro-Barrantes (2012), commitment have a positive effect on employees' personal social action, in which consists of altruistic contributions deducted from their wage, rewarded time off volunteer and other distinct activities that supports charity community.

As explained by Rizwana Bashir (2012), in his study, he defined that PSA includes CSR activities that comprises of no employees' involvement and they are able to personally engage to this prosocial manners to the community outside the organization, for instance, sustainability programs and communal contributions. He also concluded that such positive practise will eventually lead to a positive impact towards the employees' compared to those who decides not to have the occasion to act openly. This study which coincides with Alfaro-Barrantes's (2012)

study supports the current hypothesis which signifies a positive relationship between employees' organization commitment and PSA.

According to Ellis (2008), study was conducted to test the hypothesis similar to the current study which was positive relationship between employees' CSR commitment and PSA as she argued that if organizations are actively engaged in social responsible behaviours, the employees' will most possible to act in the similar way. In the outcome of her study, it was found that her hypothesis was not supported, and that employees' perceived CSR does not positively lead to PSA but it does with organizational commitment. She suggested that extended study should be done to examine if different level of organization commitment could impact employees' PSA differently.

In accordance to the aforementioned research outcomes, it is therefore evident, that there is a positive association between the organizational commitments with OCB along with PSA which is in line with the proposed hypotheses.

5.3 Implications of the Study

The main objective of this research study was to conduct analyses to evaluate significant association of employees' socially responsible perceptions in terms of fit, investment and motivation towards their commitment and organizational performance among the employees' working in an accounting organizations' in Malaysia. Imran Ali (2010), in his study, emphasized that CSR initiatives has become an essential part of different types of professional exercise and have invested in the social areas. He further explained that CSR is described as organizations commitment to reduce harmful influence and maximizing its benefits on society.

The results in this study provided significant insights and contributions to the literature. Due to the fact that, employees' are seen as the vital part of an organization, therefore, this current research study has taken the effort to extend the impact of CSR towards employees' perceptions since it was found that

common studies, such as Yongrok Choi (2014) has only concentrated on impact towards customers. The association between employees' perceived CSR with the organizational performance was assessed unconventionally by this current study as preceding studies were generally unsettled regarding this association.

According to Halil Emre Akbas (2011), within the accounting field, there is very little empirical evidence on the perceptions of accountants on CSR. The outcomes that were obtained from the analysis that was conducted with the samples of employees' from accounting organizations' were able to provide some sort of contribution to the progress of this concern within the accounting field. Moreover, he further emphasized, due to the fact that this accounting industry is closely obligated to transparency, compliance with regulations and ethics, it is essential to gain an understanding of by what means the accounting employees' perceptions of their organizations' CSR can generate higher commitment towards their organization.

Another implication of this study is that the evidence suggests if employees' are confidently influenced by their organizations CSR movements, the greater will be their organizational commitment and will ultimately improve their efficiency. A passionate obligation reaction can be generated from the employees' when the employees' identify their organizations' CSR initiatives as genuine effort for supporting the social reasons and if it fits with the culture of the organization is observed. It is thus essential to learn that instead of organizations focusing their CSR impact towards its competitive advantage and economic rewards, they need to think through by what means their employees' observe their CSR efforts.

As mentioned in the literature review, committed employees' are deliberated as serious accomplishment aspect for organizations and CSR is a tactical tool to cultivate rigorous relationships with employees'. If mainstream of employees' are dedicated with their organization and accomplishing at greater level, the determination will definitely effect confidently on organizational performance (Imran Ali, 2010).

OCB and PSA were also found to have a positive impact on the employees' organizational commitment through this research study. Relevantly, Noble (2013) stated that when employees' perceives CSR as really important and observing

their organization being engaged in these CSR activities, will positively influence their OCB and satisfaction and also their commitment and motivation. Due to this fact, the shared interest of employee and organization will enhance the person-organization fit, which was explained in the literature, to be a predictor of job-related outcomes.

Likewise, PSA seems to be an important factor which is able to positively influence employees' commitment towards their organization. Defined as individual actions supported or funded by the organization to back up a social cause, employees' are commonly stimulated to take part in such activities. It is therefore definite that CSR can be a strategic tool to cultivate employees' organizational commitment.

5.4 Limitations of the Study

In relation to this research study, there are several limitations highlighted that is essential to evaluate the outcomes precisely. Firstly, there is the potential limitation of bias in the respondents' responses. Employees' most likely could have expressed their views or statements in an impartial manner due to the fact that their respond was intended to answer the questions as to what the person that sent the survey form wanted them to answer and subsequently the employees' did not take account of such data.

Employees' indecisive manners such as having the tendency to over respond that are deliberated as suitable and under respond that undesirable or unsuitable in an organizational framework are most probably due to the fact that this is known as common method bias. This type of situation can be avoided by ensuring the forecaster methods and standard variables are diverse, by controlling all gathered processes from different sources. Moreover, respondents are remained to be less expected to respond in an identical manner to the comparable items as a result of the corrected direction of those constructs. (Alfaro-Barrantes, 2012).

Another limitation of this study are the time and financial constraints. The overall timeline to complete this study was approximately seven months. Practically, this may well not be an ideal timeline for a research study and due to this fact the sample size that was able to collect was comparatively small. In order to cultivate a research study, it is therefore essential to be able to acquire adequate data and it is also important to gain access to quality data to provide consistent and accurate information but nevertheless, purchasing is required for certain online journals and publications to be accessed by everyone.

Likewise, the data that was collected in this study was cross-sectional which occurred at one point at a time and this information only represents a sample at a single point in time. Limitation existed when accessibility to the whole population was limited which comprises the respondents that eventually volunteered to contribute to the study as sampling technique was utilized. Due to the fact that the sample does not require each person in the population to be involved, the outcomes from the convenience sampling could not be generalized to the population of interest. For the reason of luring a casual sample from the intended population, the convenience sampling method was used in this research study. (Alfaro-Barrantes, 2012).

Additionally, the sample size of this study was rather small, as from 200 sets of survey questionnaire that was distributed via both online and conventional survey forms, only 120 respondents completed the survey questionnaire. Since the research study was focused on a particular industry which was the accounting industry, the sample size may not be imprecise to signify the population and evidently, the employees' perceptions was also focused on this particular study. Furthermore, due to the fact that the target population of the data collection was restricted within Kuala Lumpur and Selangor areas, the sample size may possible be not signifying the entire Malaysia's population. For that reason, the opinions of these respondents could not precisely characterize the employees' perceptions for the accounting population in Malaysia.

5.5 Recommendations for Future Research

Future research may be directed to discourse the limitations defined above. Since this study concentrated frontline employees' within the accounting industry in Malaysia, future studies may outspread the analysis to different sectors to attain the overview of the study outcomes. Moreover, in-depth interviews with employees' would be useful, especially because CSR practices may diverge according to different industry.

Support from the management, conflict of personal interest, working environments, structure of salary is some of the examples that are capable to influence the employees' organizational commitment and therefore, it is sensible to be certain that other variables plays a part in the association among the ones that was studied in this research study (Alfaro-Barrantes, 2012). This may support to understating by what means CSR practices affect employee's attitude and behavior. Future research may re-examine the theoretical model used in this study with a larger sample size so that the outcomes can be widespread to a larger population (Al-bdour, 2010).

As it was discussed in the previous discussion section, employees' do not perceive CSR positively towards their organization performance because they may perceive that CSR does not have any impact on their orgznizational performance. Nonetheless, the foundation of the association among CSR and orgnization performance has ought to been hardly explored. Therefore, it is significant and valuable for future studies to examine exactly how time-consuming it proceeds for the influence of CSR on organizational performance to be discovered in order to determine whether or not this relationship holds consistently over time (Ocran, 2011).

A positive influence on the association between the employees' organizational commitment and OCB along with PSA was also found in this research study. Future studies could assess if there is existense of different levels of organization commitment and if such levels has an impact towards the employees' OCB and PSA. These two variables are important to research further due to the fact that OCB's supports the efficient and effective functioning of organizations' and

PSA's contributes to the achievement of social activities supported by the organization. For example, employees' with high commitment towards their organization may be involved in several of the organizations' promoted CSR initiatives but on the other hand, employees' with low commitment will rarely or not get involved in these CSR initiatives (Alfaro-Barrantes, 2012).

Furthermore, it is likely that other aspects such as gender, generation, tenure, and organizational level influence employees' perceptions of CSR. For example, executive directors may have an optimistic perception of CSR initiatives because they are accountable for making CSR-related resolutions while employees do not have any participation in CSR-decision making, so they might identify CSR as a waste of organizational resources. Forthcoming studies ought to also investigate opinions like this.

Finally, future studies may study the effects of other CSR initiatives such as the value of administration, acceptance to transformation and revolution, organizational configuration and management flair and job security on employees' commitment towards their organization (Al-bdour, 2010).

5.6 Conclusion

Apart from the type of the organizations, CSR activities has developed into an essential fragment of the business practise. Businesses now distribute moderately a sum in their yearly budget as an investment in the social service area. Especially, recent accounting scandals highlighted the importance of CSR in the area of accounting. Therefore, this study specifically investigated the employees' (from accounting organizations) perceptions of CSR in terms of fit, investment and motivation based on the framework developed for this study which emphasizes the impact towards organizational performance and commitment.

Intuitive evidences that enables future studies to develop and explore further on the elements associated to this research topic was subsequently provided from the outcomes obtained from this research study. In accordance to that, organizational commitment is proven to be positively affected when employees' observe their organization involves in CSR activities for philanthropic reasons (Alfaro-Barrantes, 2012).

As a conclusion, it was established that organizational commitment is positively associated with the employees' OCB along with their PSA and this is a preliminary effort to provide the possible influence on employees' perceptions and additional data in relation to CSR. This study has also proven that employees' perception towards the organization CSR does not have any significant relationship towards its business performance.

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APPENDIX A

SURVEY QUESTIONNAIRE

Dear Respondents,

In fulfilment of the MKMB 25106 Research Project [Master of Business Administration (Corporate Governance)] of Universiti Tunku Abdul Rahman (UTAR), I am currently conducting a research study entitled: -

“The Relationship between Employees’ Perception of Organizations’ Corporate Social Responsibility (CSR) towards Employees’ Commitment and Organization Performance”

The objective of this research is to provide guidance on how employees’ perceive their organization’s corporate social responsibility activities and to improve their commitment towards their organization.

Premised on the above-mentioned, it would be much appreciated if you could assist in completing the questionnaire that follows on the next page.

I would appreciate your response as your feedbacks and insights on the said topic would help to contribute to the research study on Tertiary education in Malaysia.

Please be assured that all information gathered from this questionnaire will be kept private and confidential.

If you have any questions, do not hesitate to contact the undersigned should you have any comments or enquiries on the questionnaire.

Thank you.

Yours sincerely,

Githadewi

Email: gijo87@hotmail.com

Questionnaire

Topic: The Relationship between Employees' Perception of Organizations' Corporate Social Responsibility (CSR) towards Employees' Commitment and Organization Performance

Section 1 (Employees' Awareness)

1. As far as you know, your organization: (select all that apply)

- Donates to charity
 - Contributes to campaigns and projects that promote the well-being of the society
 - Gives back to the community in which does business
 - Has employee-volunteer programs
 - Participates in other socially responsible initiatives such as (please specify):
-

- Does not participate in any socially responsible initiatives

Section 2 (Employees' Perception in terms of Fit, Motivation and Investment)

Please rate the extent to which you DISAGREE or AGREE with each of the following items by circling the appropriate number in the scale beside each statement.

1 – Strongly Disagree 2 – Disagree 3 – Undecided 4 – Agree 5 – Strongly Agree

a) Employees' Perception in terms of "Fit" – similarity or relevancy between the organization's mission, values and objectives and the CSR activity

1. My organization and the social initiatives that it is involved in fit together well	1	2	3	4	5
2. There is a logical connection between my organization and the social initiatives that it is involved in	1	2	3	4	5
3. The image of my organization and the social initiatives that it is involved in are similar	1	2	3	4	5
4. There is a logical connection between my organization and the charities that it supports	1	2	3	4	5
5. My organization and the charities that it supports fit together well	1	2	3	4	5
6. The image of my organization and the image of the charities that it supports are similar	1	2	3	4	5

b) Employees' Perception in terms of "Motivation" – related to the perceived organizational motives for engaging in CSR initiatives

7. The main reason my organization is involved in different social initiatives is because it cares about the well-being of society	1	2	3	4	5
8. When my organization supports different social causes, my organization benefits more than the cause	1	2	3	4	5
9. My organization supports different social causes in order to increase revenue	1	2	3	4	5
10. The main reason that my organization donates to charity is because my organization believes in supporting the cause	1	2	3	4	5
11. My organization supports different charities in order to increase revenue	1	2	3	4	5
12. When my organization supports different charities, my organization benefits more than the cause	1	2	3	4	5
13. My organization seems to really care about the charities that it supports	1	2	3	4	5
14. My organization seems to have a genuine interest in the social causes that it supports	1	2	3	4	5

c) Employees' Perception in terms of "Investment" – related to the perceived amount of resources (i.e. effort, time and money) that the organization spend towards its CSR initiatives

15. My organization seems to invest a great deal of effort in supporting different charities	1	2	3	4	5
16. My organization seems to invest a great deal of money in supporting different charities	1	2	3	4	5
17. My organization seems to invest a great deal of time in supporting different charities	1	2	3	4	5
18. My organization seems to invest a great deal of effort in supporting different social initiatives	1	2	3	4	5
19. My organization seems to invest a great deal of money in supporting different social initiatives	1	2	3	4	5
20. My organization seems to invest a great deal of time in supporting different social initiatives	1	2	3	4	5

Section 3 (Organization Commitment)

Please rate the extent to which you DISAGREE or AGREE with each of the following items by circling the appropriate number in the scale beside each statement.

1 – Strongly Disagree 2 – Disagree 3 – Undecided 4 – Agree 5 – Strongly Agree

1. Overall, my organization is viewed positively by others	1	2	3	4	5
2. I feel good about being a member of my organization	1	2	3	4	5
3. When someone criticizes my organization, it feels like a personal insult	1	2	3	4	5
4. I am actively involved in different activities promoted by my organization	1	2	3	4	5
5. I am familiar with the history of my organization	1	2	3	4	5
6. What happens to my organization will have an impact on my own life	1	2	3	4	5
7. In general, others respect the organization I work for	1	2	3	4	5
8. I am proud to think of myself as a member of my organization	1	2	3	4	5
9. When someone compliments my organization, it feels like a personal compliment	1	2	3	4	5
10. I participate in different activities at work with my co-workers	1	2	3	4	5
11. I know the ins and outs of my organization	1	2	3	4	5
12. What happens to my organization will influence what happens in my life	1	2	3	4	5
13. Overall, people hold a favourable opinion about my organization	1	2	3	4	5
14. In general, I am glad to be a member of my organization	1	2	3	4	5
15. My organization is an important reflection of who I am	1	2	3	4	5
16. I participate in different activities outside work with my co-workers	1	2	3	4	5
17. I have knowledge of the successes and failures of my organization	1	2	3	4	5
18. My destiny is tied to the destiny of my organization	1	2	3	4	5
19. I participate in different activities that my organization supports	1	2	3	4	5
20. My organization's successes are my successes	1	2	3	4	5
21. When someone compliments my organization, it feels like a personal compliment	1	2	3	4	5
22. In general, being associated with my organization is an important part of my self-image	1	2	3	4	5

a) Employees' Personal Social Action

Please rate how often you participate in the following:

1 – Never 2 – Infrequently 3 – Sometimes 4 – Frequently 5 – Always

1. I participate in social benefit events that my organization promotes	1	2	3	4	5
2. I donate to charity link to my employer organization	1	2	3	4	5
3. I donate my expertise and skills to community organizations link to my employer organization	1	2	3	4	5
4. I volunteer in social benefit events that my organization promotes	1	2	3	4	5

5. What other community or social causes do you participate in through your job?

b) Employees' Organizational Citizenship Behaviour

Please rate the extent to which you DISAGREE or AGREE with each of the following items by circling the appropriate number in the scale beside each statement.

1 – Strongly Disagree 2 – Disagree 3 – Undecided 4 – Agree 5 – Strongly Agree

1. I consider the impact of my actions on my co-workers	1	2	3	4	5
2. I try to help others who have been absent from work	1	2	3	4	5
3. I try to help others who have heavy workloads	1	2	3	4	5
4. I often help to orient new people even though it is not required	1	2	3	4	5
5. I willingly help others who have work related problems	1	2	3	4	5
6. I am always willing to lend a helping hand to those around me	1	2	3	4	5

Section 4 (Organizational Performance)

Please tick (√) the answers from the options provided below.

1. What do you think about your organization embarking on CSR?

Necessary Compulsory Voluntary Beneficial

2. Are there other benefits your organization stands to gain aside profitability from the execution of CSR?

Large Customer Base Customer Confidence Good corporate image

Other benefits

3. Profit is increased by the activity of CSR of your organization.

Strongly Agree Agree Undecided Disagree Strongly Disagree

4. CSR has a **significant** impact on the profitability of your organization.

Strongly Agree Agree Undecided Disagree Strongly Disagree

5. Your organization can use CSR as a business strategy to improve profit or market growth.

Strongly Agree Agree Undecided Disagree Strongly Disagree

6. CSR guarantees the customers confidence level and loyalty to your organization.

Strongly Agree Agree Undecided Disagree Strongly Disagree

Section 5 (Participant Details)

Please tick (√) the answers from the options provided below.

1. Sex: Male Female

2. Marital Status: Single Married

3. Age: 16-25 26-35 36-45 46 and above

4. How long have you been working for your organization?

Less than 10 years More than 10 years

5. What is the highest level of education you attained?

Diploma Bachelor Degree Master Degree PhD

Professional Certifications : Please Specify:- _____

6. What is your annual income?

- Less than MYR 25,000
- MYR 25,000 - MYR 49,999
- MYR 50,000 - MYR 74,999
- MYR 75,000 - MYR 100,000
- Would rather not say

APPENDIX B

CONSTRUCT MEASUREMENT QUESTIONS

Construct 3.1: Employees' Awareness of their Organization's CSR Activities

Sample Measurement Items	Source
As far as you know, your organization: (select all that apply) (<i>AWI</i>) a. Donates to charity b. Contributes to campaigns and projects that promote the well-being of the society c. Gives back to the community in which does business d. Has employee-volunteer programs e. Participates in other socially responsible initiatives such as (please specify): _____ f. Does not participate in any socially responsible initiatives	Alfaro-Barrantes, 2012

Construct 3.2: Employees' Perception of CSR and Organizational Commitment

Dimension	Sample Measurement Items
Society Assessment - an individual's perception of how others view a specific social group	1. Overall, my organization is viewed positively by others. <i>(OC1)</i>
	2. In general, others respect the organization I work for. <i>(OC7)</i>
	3. Overall, people hold a favorable opinion about my organization. <i>(OC13)</i>
Reserved Assessment - an individual's own evaluation of his/her identity in relation to his/her membership to a specific social group	1. I feel good about being a member of my organization. <i>(OC2)</i>
	2. I am proud to think of myself as a member of my organization. <i>(OC8)</i>
	3. In general, I am glad to be a member of my organization. <i>(OC14)</i>

Dimension	Sample Measurement Items
Personal Inter-correlation - the importance of the interconnection of one's self-image to the image of the group	1. When someone criticizes my organization, it feels like a personal insult. <i>(OC3)</i>
	2. When someone compliments my organization, it feels like a personal compliment. <i>(OC9)</i>
	3. My organization is an important reflection of who I am. <i>(OC15)</i>
	4. My organization's successes are my successes. <i>(OC20)</i>
	5. In general, being associated with my organization is an important part of my self image. <i>(OC22)</i>
Interactive Engagement - actions that a person engages in that directly implicate a specific group identity (Ashmore et al., 2004). In other words, behavioral involvement can be regarded as expressions (i.e., behavior) of a particular identity	1. I am actively involved in different activities promoted by my organization. <i>(OC4)</i>
	2. I participate in different activities at work with my coworkers. <i>(OC10)</i>
	3. I participate in different activities outside work with my coworkers. <i>(OC16)</i>
	4. I participate in different activities that my organization supports. <i>(OC19)</i>

Rational Responsiveness - the degree of knowledge a person has of a group that directly implicates his or her identity with the group as a whole	1. I am familiar with the history of my organization. <i>(OC5)</i>
	2. I know the in and outs of my organization. <i>(OC11)</i>
	3. I have knowledge of the successes and failures of my organization. <i>(OC17)</i>
Intelligence of mutual dependency - perceived interdependence of the self and a specific social group	1. What happens to my organization will have an impact on my own life. <i>(OC6)</i>
	2. What happens to my organization will influence what happens in my life. <i>(OC12)</i>
	3. My destiny is tied to the destiny of my organization. <i>(OC18)</i>

Construct 3.3: Employees' Perception of CSR and Organizational Performance

Sample Measurement Items	Source
1. What do you think about your organization embarking on CSR? <i>(OP1)</i>	Alfaro-Barrantes, 2012
2. Are there other benefits your organization stands to gain aside profitability from the execution of CSR? <i>(OP2)</i>	
3. Profit is increased by the activity of CSR of your organization. <i>(OP3)</i>	
4. CSR has a significant impact on the profitability of your organization. <i>(OP4)</i>	
5. Your organization can use CSR as a business strategy to improve profit or market growth. <i>(OP5)</i>	
6. CSR guarantees the customers confidence level and loyalty to your organization. <i>(OP6)</i>	

Construct 3.4: Employees' Perceived Motivation, Fit and Investment

Construct	Sample Measurement Items
Motivation	1. The main reason my organization is involved in different social initiatives is because it cares about the well-being of society. <i>(MT7)</i>
	2. The main reason that my organization donates to charity is because the organization believes in supporting the particular cause. <i>(MT10)</i>
	3. My organization seems to have a genuine interest in the social causes that it supports. <i>(MT14)</i>
	4. My organization seems to really care about the charities that it supports. <i>(MT13)</i>

	5. My organization supports different social causes in order to increase revenue. <i>(MT9)</i>
	6. My organization supports different charities in order to increase revenue. <i>(MT11)</i>
	7. When my organization supports different social causes, my organization benefits more than the cause. <i>(MT8)</i>
	8. When my organization supports different charities, my organization benefits more than the cause. <i>(MT12)</i>

Fit	1. There is a logical connection between my organization and the charities that it supports. <i>(FT4)</i>
	2. There is a logical connection between my organization and the social initiatives that it is involved in. <i>(FT2)</i>
	3. The image of my organization and the image of the charities that it supports are similar. <i>(FT6)</i>
	4. The image of my organization and the social initiatives that it is involved in are similar. <i>(FT3)</i>
	5. My organization and the charities it supports fit together well. <i>(FT5)</i>
	6. My organization and the social initiatives that it is involved in fit together well. <i>(FT1)</i>
Investment	1. My organization seems to invest a great deal of effort in different social initiatives. <i>(IN18)</i>
	2. My organization seems to invest a great deal of money in different social initiatives. <i>(IN19)</i>
	3. My organization seems to invest a great deal of time in different social initiatives. <i>(IN20)</i>
	4. My organization seems to invest a great deal of effort in supporting different charities. <i>(IN15)</i>
	5. My organization seems to invest a great deal of money in supporting different charities. <i>(IN16)</i>
	6. My organization seems to invest a great deal of time in supporting different charities. <i>(IN17)</i>

Construct 3.5: Personal Social Action and Organizational Citizenship Behavior

Construct	Sample Measurement Items
<p align="center">Personal Social Action (PSA)</p>	1. I donate to a charity of link to my employer organization. <i>(PSA2)</i>
	2. I participate in social benefit events that my organization promotes. <i>(PSA1)</i>
	3. I volunteer in social benefit events that my organization promotes. <i>(PSA4)</i>
	4. I donate my expertise and skills to community organizations link to my employer organization. <i>(PSA3)</i>
	5. What other community or social causes do you participate in through your job? <i>(PSA5)</i> _____.

<p align="center">Organizational Citizenship Behavior (OCB)</p>	1. I consider the impact of my actions on my coworkers. <i>(OCB1)</i>
	2. I try to help others who have been absent from work. <i>(OCB2)</i>
	3. I try to help others who have heavy workloads. <i>(OCB3)</i>
	4. I often help to orient new people even though it is not required. <i>(OCB4)</i>
	5. I willingly help others who have work related problems. <i>(OCB5)</i>
	6. I am always willing to lend a helping hand to those around me. <i>(OCB6)</i>