

EMPLOYEES' PERCEPTIONS ON CORPORATE
SOCIAL RESPONSIBILITY AND AFFECTIVE
COMMITMENT: MODERATING EFFECT OF
GENDER

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DECLARATION

We hereby declare that:

- (1) This undergraduate research project is the end result of our 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.
- (3) Equal contribution has been made by each group member in completing the research project.
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Dedicated to:

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LIST OF ABBREVIATIONS

CSR	Corporate Social Responsibilities
MNC	Multi-National Corporations
U.S.	United State
IV	Independent Variable
DV	Dependent Variable
AOC	Affective Organization Commitment
SD	Strongly Disagree
D	Disagree
N	Neutral
A	Agree
SA	Strongly Agree
SAS	Statistical Analysis System
CEO	Chief Executive Officer

PREFACE

This research report was written in completion of Bachelor of Business Administration (HONS) Final Year Project (FYP) at Universiti Tunku Abdul Rahman (UTAR). The report was a research project carried out by the students to determine the relationship of corporate social responsibility and affective commitment and whether the gender will have a significant moderating effect on the relationship. The research project was aimed to study on the link between (1) economic, (2) legal, (3) ethical, (4) philanthropic responsibilities and affective commitment which gender acted as moderator among the employees in hotel industry.

In the past, researchers had been focused on the broad issues regarding work and its impact on the employees. However, in recent years, modern organization need its management team to focus on the role of corporate social responsibility in workplace as employees' roles are important assets in an organization. Without it, sustainability in a high competitive environment will be greatly reduced.

Once completed this research study, the relationship between corporate social responsibility and affective commitment will be identified and established. In addition, we would see whether gender plays an important role in moderating this relationship. It is hoped that this study would provide management teams a better understanding of the relationship of corporate social responsibility with employees' affective commitment. Besides, future academicians or practitioners will gain a better understanding of corporate social responsibility and how it influences affective commitment of Malaysian organizations.

ABSTRACT

This research study will investigate the relationship between employees' perceptions of corporate social responsibility on affective commitment among the hotel and tourism industry. It will also focus on the moderating role of gender. The research placed a focal point onto hotel employees in Penang. Statistical Analysis System (SAS) version 5.1 had been use to execute reliability analysis, frequency analysis, explaining the correlation coefficient analysis and test on the hypotheses developed. The results of the analysis confirmed the positive and significant correlation existence between corporate social responsibilities and affective commitment. The gender was able to moderate each dimensions of corporate social responsibilities and affective commitment except the dimension of philanthropic responsibilities. This study is believed to contribute to literature gap since not much research emphasize on corporate social responsibility moderated by gender on affective commitment within Malaysian context.

Keyword: corporate social responsibilities, economic responsibilities, legal responsibilities, ethical responsibilities, philanthropic responsibilities, affective commitment, gender, employees' perceptions, hotel-based employees, tourism-based employees.

CHAPTER 1: INTRODUCTION

1.0 Introduction

The aim of this study is to discuss relationship between employee perceptions on corporate social responsibilities and affective commitment: gender as moderator. In this chapter, we will deliver an outline of the study context and background. An undeveloped knowledge of the study will be given in the research background. Problem statement and issue faced by the industry will also be described. A clearer direction of research objectives will be given by this study. Research questions and proposition of this study will deliver a perfect guideline for the next chapter. The rank and the involvement of this study will be definitely important for this study. In addition, hypotheses and significance of study will also be defined in this research. Last but not least, chapter layout and conclusion will end up in this chapter.

1.1 Research Background

Tourism industry has always been one of the contributors to Malaysia's income. It is a thriving industry in Malaysia. The Malaysian government often promotes tourism in Malaysia under the attention of international podium. Therefore, tourism industry is very important to Malaysia. However, Malaysia's tourism industry is expected to face some major setback due to the Malaysia Airlines MH370 and MH17 and AirAsia QZ8501 plane crash tragedies (Thestar.com.my, 2014). Despite all negative expectations, statistics have shown that Malaysia will still welcome increased number of tourists in 2014 (The Star, 2014).

Corporate social responsibility (CSR) is not new. Even before the US financial crisis and after the 1997 Asian financial crisis and also the Enron corporate failure, CSR remains a great challenge. CSR can no longer be neglected and ignored by Malaysian companies today. If they are wishing for to achieve business success,

CSR cannot be taken lightly because the involvement of CSR will improve long term profitability (Rashid & Ibrahim, 2002).

According to ABC News (2015), Malaysia Airlines had planned to cut down 6000 jobs. Ex- transport minister (Tan Sri Ong Tee Keat) also stated that it was unavoidable although there were resistance from the airline's employee unions which appealed to Khazanah Sdn Bhd and the government. However, Tony Fernandes stated that AirAsia is willing to take in the laid off MAS employees (The Sundaily, 2015).

This created an opportunity to further conduct a research whether Malaysia's CSR can affect employee to retain and commit to the organization. Meyer, Allen and Smith (1993) have long identified organizational commitment will impact every level of achievement in any organizations. Salim, Kamarudin and Kadir (2012) stated that there are plenty of studies conducted on the relationship of organizational commitment and the studies tend to lean towards job satisfaction, job involvement, job attitude and perceived organizational support. Besides, there is very little and a few researches to be conducted to investigate the employees' perception of organization's CSR towards affective commitment in tourism industry (Hsieh & Chan, 2012) and the role of gender which moderates the relationship.

Patterns trend of employee's organization commitment on Malaysia towards CSR are positive relationship, there are determined by the gender and so on.

Ordinary, men and women have the tendency to evaluate the CSR of their organizations is about similar. That means, both groups have a tendency to consider that their organizations are undertaking pretty well as corporate populations. Moreover, association between insights of CSR and commitment of organizational is diverse for women and also for men. There is a study's statistics indicated that the relationship between CSR and commitment is stronger for women than it is compare to men (Stawiski, Deal & Gentry, 2010). This discovery/finding is steady with earlier study that established a sturdier

relationship between CSR and commitment for women than for men. Therefore, for increasing the commitment of women employees, CSR may be particularly significant for companies concerned.

Due to lower organization commitment on nowadays tourism industry, but existing tourism industry are starting to look important on these particular issue happened lately. General public was beginning to pay close attention to this issue. Tourism industry tend to be interested to have higher organization commitment with more on CSR for grabbing more attention from employees (internal), potential customers or all stakeholder (external) on current economy downturn session and GST impact. This trend has created awareness and also risk evaluation for the vendors to grow on higher CSR level for higher commitment level on employees.

Consequently, it is vital and important to conduct a research on how the CSR will affect employee's commitment on organization and based on employee's gender as well. There are many researchers had studied the factors that affect organization commitment on other industry such as government sector and MNC. However, there is limited number of researches that studies about the CSR under tourism industry in Malaysia. So, this research focuses on the impact of corporate social responsibility towards organizational commitment based on gender.

1.2 Problem statement

According to The Star online newspaper, there is a significant issue found that even though there were some major tragedies happened but still added numbers of tourist comings to Malaysia compared with previous years. Even though there are some major main setbacks in this year Tourism Malaysia's aggressive advertising efforts and commitment from all industry players in line with the carnival of Visit Malaysia Year 2014 have been contributed the unremitting and continuous growing of Malaysia's tourism industry (Carvalho, 2014).

There are some readings of welcomed tourists in year 2014 compared to last year same period. Since January to May, Malaysia welcomed a total numbers of 11.53 million tourists, recording a hike of 10.1% compared to 10.48 million tourists in year 2014 (The Star Online, 2014). In the long haul, visitor numbers from China may well fall short of expectation for 2014, but this gap may be bridges by market player from other countries seeking an alternative to troubled Thailand (Kuncinas, 2014).

Asian country such as Malaysia suffers a big problem which is voluntary employee turnover (Bi, 2012). Goh (2012) stated that Malaysia is in 6th place in Asia Pacific back in 2011 for staff turnover with an attrition rate of 15.9%. In a 2011 survey which Malaysian Employers Federation conducted on executives from 143 companies across various sectors in Malaysia, non-manufacturing sector suffers the highest yearly average turnover rate. No matter what industry, a high voluntary turnover is very concerned problem as it will affect Malaysia's competitiveness.

The tourism industry has been and will always be a key contributor to the economic sector in Malaysia (Wai & Ong, 2014). Malaysian government has always emphasized strongly hospitality and tourism industry even though challenged with insufficient labour in both industries. The emphasis is done by with the campaign Visit Malaysia 2013 or 2014, the allocation of RM 358 million which is a 42% increase from 2011's allocation RM 250 million under Budget 2013 (Wai & Ong, 2014). The World Tourism Organization also compiled a list in which Malaysia is placed in the 9th most visited tourist destinations in the world back in 2011. This actually shows an indication that tourism industry has always been on the rise.

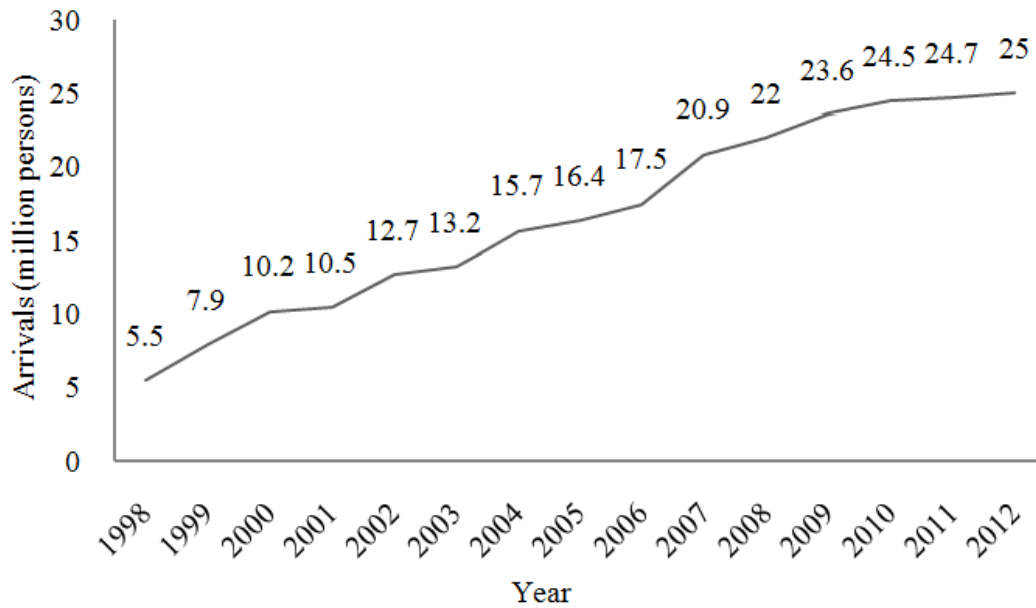
Arrivals of tourisms raise significantly by 59% from 10.22 million in year 2000 to 25.03 million in year 2012 (Corporate.tourism.gov.my, 2013). Tourism receipts gave 56% of total services revenues average between year 2008 and also year 2012 in Malaysia which generated a surplus in the nation's balance of payment accounts (Corporate.tourism.gov.my, 2013).

Hence, it was important for us to pay attention on running and managing human resources which specifically correcting the matter of high employees turnover in tourism industry. This can be achieved with proper understanding of employee's affective commitment.

CSR has become a buzzword worthy issue in mainstream tourism. To make tourism supportable and fit for the future, it was stands for a whole range of concepts travel companies embrace. A lot of remain to be done however some corporations' CSR programs are convoluted and non-transparent. So, tourism industry is lagging behind. The idea of CSR has become a dominant part of corporate strategy for tourism industry. The integration of CSR tactic is more and more important, for customer as well as for employees also. To function effectively in the coming, it is compulsory for tourism businesses to continuously implement and establish CSR strategy in the long term (European Cities Marketing, 2011).

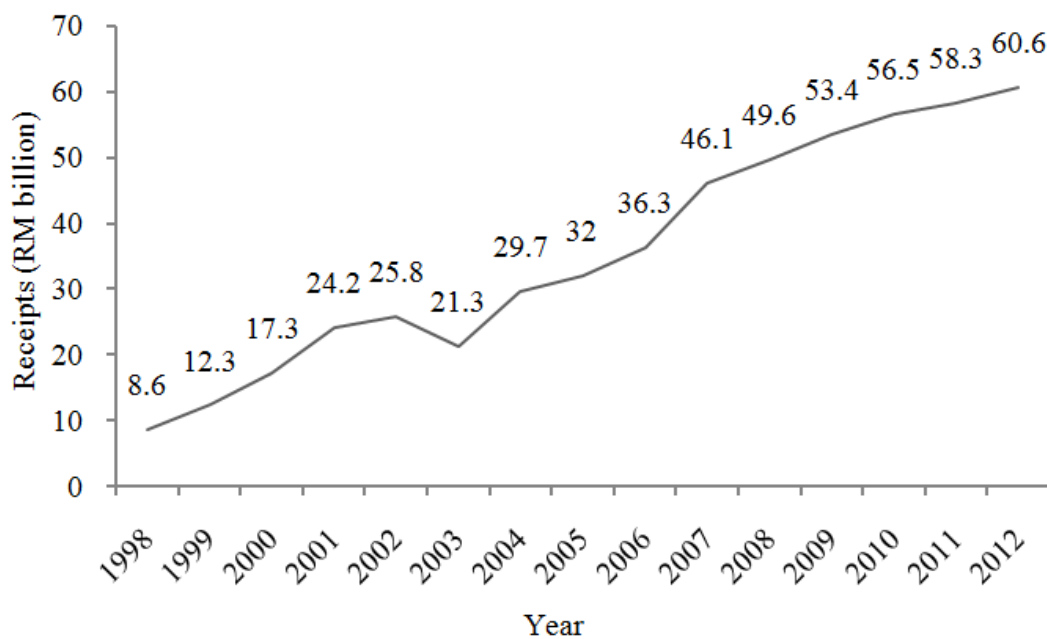
Affective commitment is chosen to be our choice of research as it connects an employee's passionate attachment to the organization. Thus, since our research involves employees' perceptions of organization's CSR, the choice of affective commitment is the closest to connect with employees' motivation to commit to the organization. It is completely different from normative and continuance commitment as affective commitment involves the affection to the job and the genuine want to be in the organization (Meyer & Allen, 1991). Continuance commitment is involving the fear of loss or the perceived loss while normative commitment involves the sense of obligation to be loyal to the organization. Moreover, affective commitment is studied and proven to have a more precise link to CSR as compared to continuance and normative commitment (Turker, 2009). Thus, we decided to conduct a more focused research on dependent variable affective commitment.

Figure 1.1: Tourists arrivals to Malaysia 1998-2012



Source: (Tourism Malaysia, 2013)

Figure 1.2: Tourists receipts to Malaysia 1998-2012



Source: (Tourism Malaysia, 2013)

1.3 Research Objectives

1.3.1 General Objective

The general objective of this study is to discuss the relationship between employees' perceptions on corporate social responsibility and affective commitment based on the role of gender.

1.3.2 Specific Objectives

1. To determine the relationship between employees' perceptions on economic responsibilities and affective commitment.
2. To determine the relationship between employees' perceptions on legal responsibilities and affective commitment.
3. To determine the relationship between employees' perceptions on ethical responsibilities and affective commitment.
4. To determine the relationship between employees' perceptions on philanthropic responsibilities and affective commitment.
5. To determine the moderating effect of gender in the relationship between employees' perceptions on corporate social responsibility and affective commitment.

1.4 Research Questions

This study's specific objectives are as follows:

1. Does employees' perceptions on economic responsibilities influences affective commitment?
2. Does employees' perceptions on legal responsibilities influences affective commitment?

3. Does employees' perceptions on ethical responsibilities influences affective commitment?
4. Does employees' perceptions on philanthropic responsibilities influences affective commitment?
5. Does gender moderate the relationship between employees' perceptions on CSR and affective commitment?

1.5 Hypotheses of the Study

H_1 : There is a significant relationship between employees' perceptions on corporate social responsibility and affective commitment.

H_2 : There is a significant relationship between employees' perceptions on economic responsibilities and affective commitment.

H_3 : There is a significant relationship between employees' perceptions on legal responsibilities and affective commitment.

H_4 : There is a significant relationship between employees' perceptions on ethical responsibilities and affective commitment.

H_5 : There is a significant relationship between employees' perceptions on philanthropic responsibilities and affective commitment.

H_6 : Gender moderates the relationship between economic responsibilities and affective commitment.

H_7 : Gender moderates the relationship between legal responsibilities and affective commitment.

H_8 : Gender moderates the relationship between ethical responsibilities and affective commitment.

H_9 : Gender moderates the relationship between philanthropic responsibilities and affective commitment.

1.6 Significance of Study

Hopkins (2006) as cited in Ebeid (2010) stated that the concern for CSR has risen due to a number of reasons such as (1) scandals like Enron's scandal resulted from unethical practices in corporations; (2) the current level of CSR that is diffusion stage; (3) the instalment of new laws for governing corporation to the extent of CSR-field characterizing; (4) the intervention of government into the CSR; (5) the increment in corporation's share price from being ethical. So, these raising concerns of CSR fuelled the need to study more on the impact of employees' perception of organization's CSR.

This study is being proposed to contribute to organization or employees on how to tailor CSR according to their employees' needs. This study will also contribute to Malaysia's future research topic on CSR since not many researches have been done on CSR in Malaysia.

According to Hsieh and Chan (2012), the very foundation of organizational commitment is built from the employees' perception of their own organization. Employees are the one of the primary stakeholders and they are crucial as they are an organization's resource for success and survival. In order to motivate employees, organizations should be fulfilling the responsibilities towards their employees. This study will show how important the perceptions of an employee on an organization's CSR programme and the relationship with organizational commitment. Besides that, employers will have a better understanding on how and what to fulfil in terms of social responsibility and motivate the employees. Organization or employers will be able to learn on which CSR that they can focus to assist and motivate their employees. Not only that, employees will be able to assess what type of CSR that they are looking for and best suitable for their needs. After the quantitative measurement has been done, we will further investigate which gender within the study pool will higher commitment towards their organizations when their perceptions towards their organization's CSR have been made clear. Gender will be moderating the strength of the relationship. This will further clarify on which gender's commitment will be most affected by an

organizations' CSR based on their perceptions. Men or women? Who will be more committed to their organization based on their perceptions on their organization's CSR programme? This will also further expand the extent of CSR research as we investigate the role of gender playing in CSR and investigate the tourism industry. This will be beneficial as we further contribute for future research of CSR in Malaysia.

1.7 Chapter Layout

Our research contains 5 chapters:

Chapter 1: Research's Introduction

This chapter covers a very general introduction about the effect of corporate social responsibility towards affective commitment based on gender, research background, problem statement, researchers' goals, hypotheses of our study, and significance and contributions of our study.

Chapter 2: Literature Review

This chapter will discuss about the content includes literature reviews, past and recent reviews of relevant constructed theoretical models, our proposed theoretical/ conceptual framework and the development of our research hypotheses.

Chapter 3: Research's Methodology

These chapters which will further explain how the research is carried out in terms of research design, ways of data collection, sampling design, research instrument and then constructed measurements. Lastly, the processing of data and analysis of data will be shown in this chapter too.

Chapter 4: Research's Results

This chapter will present the behavior patterns and results of the analysis which are closely to the relevance of the research questions and hypotheses. It will also contain descriptive analysis and scale measurements used and the inferential analysis.

Chapter 5: Discussion on Major Findings and Conclusion

In this final chapter, we will link to the major findings from the Chapter 4. It will summarize the statistical analysis of the descriptive and inferential analysis. We also will discuss the major findings and provide how this research study can imply for managerial levels. It will also present the limitations of the study.

1.8 Conclusion

In conclusion, we have discussed research problem, research objectives and research hypotheses in this chapter. In the next chapter, we are going to focus on literature review. It will help us understand better the effect of employees' perception of organization's CSR towards affective commitment and the moderating role of gender in the relationship.

CHAPTER 2: LITRETRETURE REVIEW

2.0 Introduction

From this chapter, literature review shall be done for discussion. It is important as this chapter is used by researchers to review past studies. The information used will originate from secondary sources such as article journals. The aim of this chapter is to have a deep knowledge on our proposed topic. At the beginning of this chapter, we would first be introducing the concepts and history of each variable and their dimensions. Then, we would review relevant theoretical models which we would use to build on our proposed conceptual framework. Finally, we would review recent and past researches for a full understanding of the relationship of our variable and its dimensions and understand the significance and direction of the relationship of employees' perceptions of corporate social responsibility and affective organizational commitment which will be moderated by gender.

2.1 Review of the Literature

2.1.1 Dependent Variable

2.1.1.1 Affective Commitment

Back then, organizational commitment was first introduced by Whyte (1956) in his book "The Organization Man". He defined the concept as "members of an organization not only work for the organization but also belong to it". Organizational commitment is a fundamental element when it comes to measuring job attitude (Hsieh & Chan, 2012). It is also widely understood as an individual's sense of belonging to his or her organization and remains committed to the organization. It is a significant issue due to

its relationship to employees' willingness and attitude to push beyond the limits of their job task requirements while still executing their duties. Organizational commitment has been studied by many notable researchers such as Meyer and Allen (1990) and Mowday, Steers and Porter (1979).

According to Bateman and Strasser (1984), employees who are committed will be more responsible in terms of preventing and decreasing additional undesired costs for their organizations. Thus, productivity of an organization will be greatly increased.

Porter, Steers, Mowday and Boulian (1974) as cited in You, Huang, Liu, Lin and Tseng (2013) indicated that organizational commitment was effective in predicting the abdication behavior (failure in performing duties or responsibilities) among the employees. Thus, it is easier to predict employee's performance and measure organization performance (You et al., 2013).

You et al. (2013) simply defined organizational commitment as the emotional adherence from an employee to an organization. It features the interest that employee have in an organization and employee's hope to have a linked identity with the organization (Mowday & Steers, 1979). Hunt (1989) as cited in You et al. (2013) also stated that an employee with high organizational commitment will recognize the objectives and values of his organization and will continue his membership in his organization.

Steers (1977) had stated that organizational commitment could be used to predict the effect on employees' absenteeism rate which is better than job satisfaction's prediction effect.

Kanter (1968), being the first researcher to have three dimensions proposed to organizational commitment which are (1) continuance commitment, (2) cohesion commitment and (3) control commitment. His study had opposing views with Porter, Steers and Mowday (1974) as cited

in Alfaro-Barrantes (2012) as many believed that organizational commitment should have only one dimension. Oliver's (1990) findings opposed all studies and argued that organizational commitment should not be constructed psychologically but through an amount of behavioral patterns which are characterized by the engagement with an organization that reduces freedom in actions.

Although there are many contradicting views, studies and results about organizational commitment, many scholars had agreed that organizational commitment being a multidimensional psychological constructed concept.

After many reviews on different researches on organizational commitment, Meyer and Allen (1991) built a new model of organizational commitment which is widely used until to this day. The model was named as "A Three-component Conceptualization of Organizational Commitment". Their model conceptualized organizational commitment with three components; (1) affective attachment, (2) perceived costs and (3) obligation which they further renamed them as affective, continuance and normative commitment respectively. Meyer and Allen (1991) also stated that the similarity found among these 3 components was that organizational commitment was a psychological state. These 3 components would later assist in defining the relationship of an employee and his organization and would affect their decisions to continue or discontinue their membership in the organization.

Our research paper will employ the affective commitment concept proposed by Meter and Allen (1991). They defined affective commitment as an employee's emotional connection and attachment to the organization, identification with the organization and participation in the organization's activities. According to them, any employees with a high affective commitment level will tend to continue employment with their organizations because they *want* to do so. This type of employees would portray a commitment psychologically "through feelings such as loyalty,

affection, warmth, belongingness, fondness, happiness, pleasure and so on” (Jaros, Jermier, Koehler & Sincich, 1993 as cited in Alfaro-Barrantes, 2012).

It is a totally different concept with continuance and normative commitment as they are described as employees staying in the organization because they need and ought to do so. Employees with high affective commitment will usually adopt a more positive attitude towards the organization. Thus, developing emotional attachment and they will be loyal and devoted to the employers. The employees are also motivated to do more than what they are required for the company.

Once an employee is committed to an organization, it is a valuable resource for the organization as it can develop business strategies without worrying the insufficiency of labour resource. Moreover, an organization will have lower rate of employee absenteeism and being late to work. A strongly committed employee will more likely to obey to company rules and regulations. Besides that, an employee who has high affective commitment will less likely to look for other job offers and leave the organization. Thus, the organization will not suffer high employee turnover rate.

The choice of affective commitment is further supported by Turker’s (2008) study and Somers’s (1995) study. Turker (2008) studied Meyer and Allen’s (1991) study and pointed out that among the affective, continuance and normative commitment, the linking connection between affective commitment and CSR was more precise. The researcher also explained that a membership with an organization with a good reputation can improve one’s social identity and have more impact on affective commitment than on continuance and normative.

Somers (1995) also found out that affective commitment was the only most consistent predictor to measure absenteeism and turnover among the 3 commitments in his study.

2.1.2 Independent variable

2.1.2.1 Corporate Social Responsibility

Corporate Social Responsibility (CSR) has become essential matter which implement in the all type of business for instance large, medium and small company, sole proprietors, and partnerships in order to build a good rapport with the employees, customers and communities. According to Bowen (1953) as cited in Hsieh and Chan (2012), CSR is described businessman has responsibility to make the desirable decisions to our society in term of the principles, core values and objectives for the success of organization in long term. So, company who are practices on CSR activities have an obligation to analyze regularly, plan specifically and inspect carefully.

In the study of Carroll (1979), he proposed that CSR have four kinds of dimensions which are economic, legal, ethical and philanthropic. Furthermore, the concept of stakeholders and CSR begin to integrate by some researcher after 2000. The company should meet both internal and external perspective in order to pursue the profit. From an internal perspective of the companies, a good reputation is able to draw an attention, be a driver for retain, motivate the quality and influence the perceptions of employees (Greening & Turban, 2000). Whereas of an outside perspective of the companies, CSR can enhance the stakeholders interest, the value of customer satisfaction and build good rapport with the supplies, and government (McWilliams & Siegel, 2000).

On the other hand, an organization ought to take an action in order to enhance society and be responsible for the actions which taken by the corporation that can affect people, community and environment. Generally speaking, “the corporation must pledge back to the society when takes something from the society” is the basic concept of CSR. Through this concept, it can indicate the accurate ways or directions, seek for the objective and growth of the corporation as well as the essential strategy for a corporation to sustain its operation (You, Huang, Wang, Liu, Lin & Tseng, 2013).

In our research, our CSR dimension includes four dimensions which are economic responsibilities, legal responsibilities, ethical responsibilities and philanthropic responsibilities. Some aspects are developed by researchers whereas some others are adapted by previous studies.

2.1.2.2 Economic Responsibilities

Economic responsibility can be defined as an organization's duty to manufacture the goods and services based on the requirement of the customers and also meet the society needs (Carroll, 1979). The economic responsibility of CSR comprised of a company having an obligation to take care of the society such as maximizing the profit and earning per share, maintaining competitive advantage and proficiency in the operating activities (Carroll 1991). Economic aspect of sustainable development should consider direct or indirect economic impact of the operation of the organization and the interests of the surrounding stakeholders. This is what constitutes the organization's economic responsibilities (Carroll, 1979).

Economic dimension is the basic social responsibility of organization while business is a basic society economic unit to provide employees the maximization of benefits such as employment opportunities, promote

innovation of new products and services. (Jamali, 2008 as cited in Nasir, Halim, Sallem, Fatma Nur Syuhada Jasni & Nurul Fatma Aziz, 2014)

According to Schwartz and Carroll (2003), economic responsibility can also be either a direct or an indirect positive economic impact that contributes to the company. Plan to increase the sales or evade from legal action are the direct economic activities whereas the indirect economy activities can comprise of build on employee enthusiasm or the public reputation of the company (Schwartz & Carroll, 2003).

However, Remisova and Buciova (2012) stated that the foundation of economic responsibilities to employees is in the form of compensation issues such as salaries, taxes and other legal requirement payments to social and health insurance funds. Organization have liability to pay the wages punctually to employees due to the work performed by the employees and pay the contributions for employees in term of social and health insurance funds. Thus, the economic aspect of CSR is able to motivate the employees continuing to contribute their efforts for the organization and may indirectly increase the trustworthiness or loyalty of the employees to the organization.

2.1.2.3 Legal Responsibilities

Legal responsibility is described as complying with the law and regulation or fulfilling the social contract (Carroll, 1979). According to Hsieh and Chan (2012), legal responsibility can be defined as by fulfilling the economic responsibilities within the borders which is establish by legal system. Furthermore, an organization has to make sure each of the business that is conducted in the society is within the legal compliance. In other word, the expectation of the society towards the business is achieving the economic mission which is met by the legal requirements (Carroll, 1979). Legal responsibility is also reflected as “codified ethics”

which shows the views of the basic concepts of fair business established by legislators.

According to Bagdi (2014), it is important to establish a legal framework in connection with CSR in order to protect worker's right. Employers have the responsibility to promote and apply CSR policies to enhance employment protection. It is important to give stakeholder chance to express opinions on issues such as safety and health, work situations and corporate policy, dignity of work and non-discrimination, and fulfilling rights of employees' (Bagdi, 2014).

On the other hand, according to Pratima (n.d.) study (as cited in Jamali & Mirshak, 2007), although the law and regulations which is able to force an organization and make a response to a certain question or matter, it is hard to make sure that what is applied by the organizations is equitable. In addition, Solomon (1994) as cited in Jamali and Mirshak (2007) stated that the laws had left a slight chance for an organization to be initiative due to regulations are response in the nature. That is why the tolerable behaviour has stunted by law circumscribe, but the regulations neither delimit ethics nor do they 'moral legislation'.

Besides that, according to Remisova and Buciova (2012), legal responsibility towards the employees which means that an organization is required to abide according to the labour legislation in a country. Organization has to reinforce the internal policies in order to protect the employees' right and discrimination in the workplace. Thus, an organization has to take consideration of the legal responsibility towards the employees by complying with the employment law of a particular country.

2.1.2.4 Ethical Responsibilities

A firm that has a sense of responsibility toward social is compulsory to achieve the goal of economic and also realize the legal responsibilities. Though, they should adopt ethical responsibilities which yet to be codified into law and regulation but are the expected behavior of corporation by the general public. According to Carroll (1991), ethical responsibilities refer to the principles, rule and expectations which may give thought to shareholders, workers, consumers and public that examine as equitable, unbiased, or in accordance with that protections of shareholder's moral rights.

From the other point of view, ethical responsibilities turn out to be the driving force behind the establishment of new law and regulations. For instance, the civil rights, consumer actions, surrounding environment will give an impact on alterations in social values and it will lead to the future legislation (Carroll, 1991). Ethical responsibilities is considered as new developed standards and customs which expect by the society toward an organization although sometimes the expectation of community has actually goes beyond or over current legal requirements (Carroll, 1991). However, different people have different expectations and understanding on the ethical responsibilities. So, it is difficult for the organization to define whether the actions being taken are ethical and have fulfilled the expectations of the society.

Over the past ten years, we can see that the business ethics movement has successfully proved that ethical responsibility is a valid CSR component. According to Carroll (1991), ethical responsibility is being labeled as the lower level of the CSR pyramid, but the interaction between ethical responsibility and legal responsibility still exists. On the other word, it means that expands or develops a wider range of legal responsibility category; together with placing higher expectations on businessman to do things more than what had being required by law (Carroll, 1991).

Employees are said to be happy and satisfied with their works and remain loyal to stay with their companies if they find out that the organizations have carry out ethical responsibilities. According to Choi and Yu (2014), if an organization tries to be actively involved in CSR activities, it is believed that its internal stakeholder such as employee will proud to be a member of organization. Through this, employees may feel organization is taking care for their present-day and future life. Although a decision that will affect the profit earned by the organization is made, employees will be more committed and retain in the organization (Choi & Yu, 2014).

Besides, according to the past researchers, Valentine, Godkin & Lucero (2002), they have found out that company ethical values were positively related to the employees' affective commitment. Their findings propose that development and further enhancement of corporate ethical responsibility will strengthen the employees' perception of the environment of an ethical company which will lead to higher commitment.

2.1.2.5 Philanthropic Responsibilities

Philanthropic responsibilities refer to those corporate activities that emphasized and implemented by an organization in order to meet the society's expectations as a good corporate citizens (Carroll, 1991). Those corporate activities includes actively involved in programs and events that support social welfare and also goodwill. For example, business provides fund or donation to community and help in development of common facilities and educations.

Besides that, philanthropic responsibilities are not predictable in the sense of moral and ethical (Carroll, 1991). The community wishes to get contribution and support from organizations especially in terms of money and employee's time to involve in charitable programs without taking into

account the financial profitability of the organization. If the organization fails to offer philanthropy responsibilities, the society will not blame the organization for being unethically. Hence, philanthropic responsibilities are referring to voluntary action from organization although the actions taken always have met the desires and expectations of the society (Carroll, 1991).

According to Turban & Greening (1996), corporate social responsibility has positive relationship with the organization and workplace behavior, as well as organizational satisfaction and commitment. Numerous researches have shown that firms that engage in CSR will achieve good reputation and enhance image of the firm as compared to others. This will increase the attractiveness of the organization and lead to higher organizational commitment (Turban & Greening, 1996).

In short, we can say that the society expects organization to make contribution of what they received. The organization is being expected to support the human resource development and contribute financially to the community in order to help them improve their quality of life (Carroll, 1991).

2.1.3 Moderating variable

2.1.3.1 GENDER

A contemporaneous study was designed to explore a possibility. Precisely, we designed the study to determine whether a relationship existed between their corporate social responsibility have impact on affective commitment and genders.

According to Reich, Gemino & Sauer (2007), said that women are on more power nowadays in all industries and many aspects. The focus would not

be on men anymore. Gender equality is a hot issue and current myth of worldwide, but nowadays, women make up half of the U.S. workforce (Knowles-Carter, 2014). It showed us the possibility of gender started to affect the affective commitment.

In the other aspect, according Aven, Parker and McEvoy (1993); Mathieu and Zajac (1990); Porter and Steers (1973), to though gender did not constantly require a straight influence on outcome variables, for instance such as organizational commitment, the dynamics that inspired one to turn into a committed employee may differ across gender.

According Meyer and Allen (1991), the terms affective commitment used by them, correspondingly, is to describe Porter and Becker's dissonant views of the paradigm. In between, after studied journal, it is shown that those employees who endure with the organization are due to they want to, and with a robust affective commitment; these individuals recognized with the organization's performance and, therefore, were dedicated and loyal to maintaining relationship in order to pursue organizational goals.

After many studies had been done on organizational commitment, there are varied results of literature on the connection between gender and organizational commitment specifically affective commitment. For instance, some outcomes shown by other journalists that women were lesser committed to their work than men (Karrasch, 2003; Schwartz, 1989; Yammarino & Dubinsky, 1988).

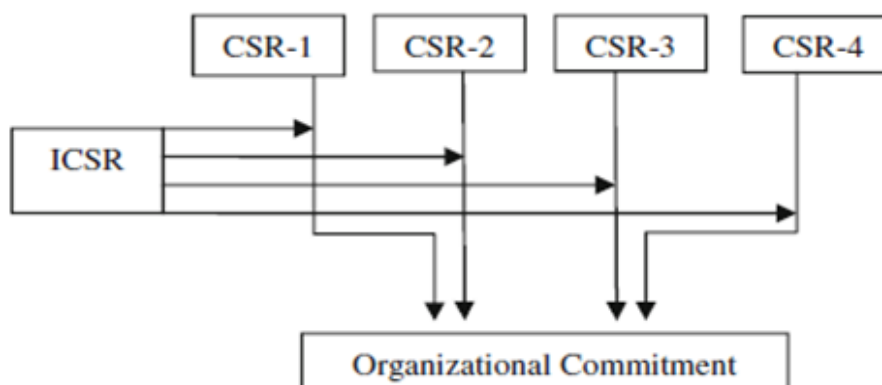
Nonetheless, women needed to overwhelmed more difficulties in order to improve their employment (Grusky, 1966) and had less inter-organizational flexibility if compared to males (Angle & Perry, 1981), so that scholars had often claimed that females are stronger committed to organizations than males (Grusky, 1966; Hrebiniak & Alutto, 1972).

Further modern researches, such as Meyer, Stanley, Herscovitch, & Topolnytsky, 2002; Riketta, 2005; Thorsteinson, 2003; their research found out that there were no differences on gender in organizational commitment. To explain the differences in organizational/affective commitment more than gender itself, some characteristic that have linked with gender are suggested to do so.

2.2 Review of Theoretical Models

2.2.1 Model 1

Figure 2.1: How Corporate Social Responsibility Influences
Organizational Commitment.



Source: Adopted from Turker, D. (2008). How corporate social responsibility influences organizational commitment. *Journal of Business Ethics* (2009) 89:189–204.

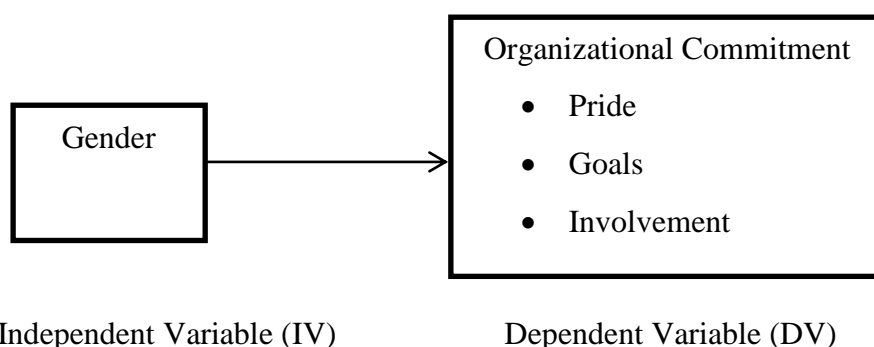
The moderating variable theoretical framework above is produced by Turker (2008). The purpose and objective of the survey is to test how the organizational commitment influenced by corporate social responsibility. Meanwhile the importance of ethic and social responsibilities (ICSR) is indirectly affects the direction between the independent variables (social and non-social stakeholders, employee, customer, and government) and dependent variable (organizational commitment).

Generally, all the CSR are positively relative to the organizational commitment. Based on the study, the finding of the survey indicated that CSR to social and non-social stakeholders, employees, and customers were the significant factors affecting the organizational commitment. CSR to employees was committed the most significant predictor while CSR to

government that affecting the organizational commitment was not committed to a significant factor.

2.2.2 Model 2

Figure 2.2: Is the force still with her? Gender and commitment in the police.



Source: Adapted from Metcalfe, B., & Dick, G. (2002). Is the force still with her? Gender and commitment in the police. *Women in Management Review*. 17(8). 392- 403. <http://dx.doi.org/10.1108/09649420210451823>

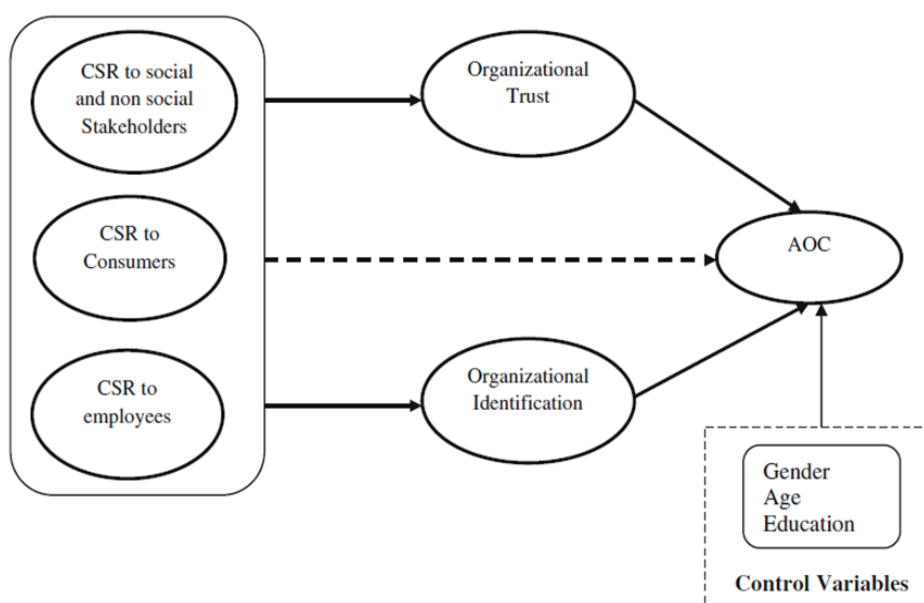
Based on the research conducted by (Metcalfe & Dick, 2002), the model above was developed. The gender and commitment in police was being tested by the researcher. They concluded that the women police officer was committed to the power, but was undefined whether this was reciprocal. They discussed about the consideration of the insinuations for handling commitment and their association to equivalent opportunity improvements within police force. Mowdays, Porter & Steers (2013) cite several studies show that woman are more committed than men; see also Marsden, Kalleberg & Cook (1993).

From the result, researchers found that women officers were pointedly under-represented in senior ranks. Furthermore, the research had strong evidence that seniority of workers put greater effect on organizational

commitment as compared to younger workers. The data revealed both male and female shared similar levels of organizational commitment. In this research, the researchers believed that gender might influence the relationship between the variables, so gender was chosen as the moderator for our study. As stated above, someone who had higher force in the organization, he or she would have higher level of organizational commitment, vice versa; but it was debatable whether the force was fully with them. Therefore, age became the moderator in this research.

2.2.3 Model 3

Figure 2.3: The Impact of Corporate Social Responsibility on Affective Organizational Commitment: Exploring Multiple Mediation Mechanism.



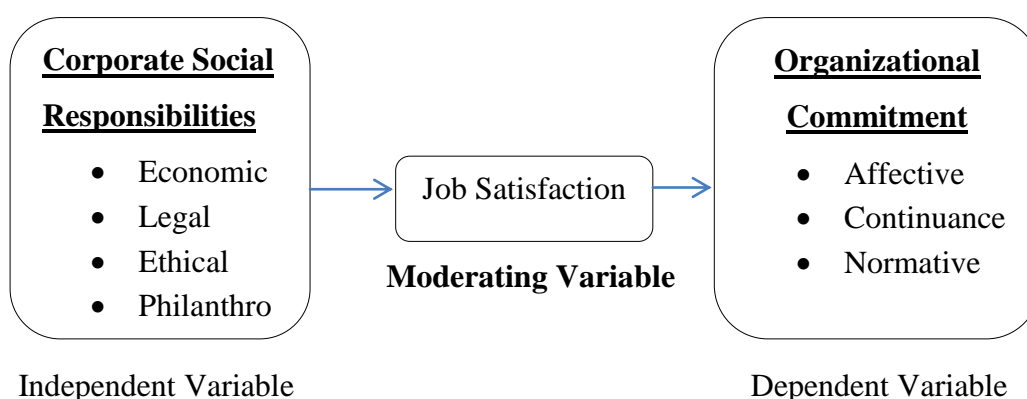
Source: Adopted from Farooq, O., Payaud, M., Merunka, D., & Valette-Florence, P. (2013). The impact of corporate social responsibility on organizational commitment: Exploring multiple mediation mechanisms.

The figure above showed the proposed theoretical framework that was formed after reviewing few research frameworks done by Farooq, Payaud,

Merunka, and Valette (2013). It is a model diagram that showed a moderating variable moderate the relationship between independent variable and dependent variable. For the independent variable is CSR, while the organization commitment is the dependent variable, there is only one dimension inside which are affective organization commitment (AOC) adapted from the organization commitment dimension by Meyer and Allen (1997). Furthermore, age, gender and education acted as a control variable.

2.2.4 Model 4

Figure 2.4: Corporate Social Responsibility: A Concern Among Employees.



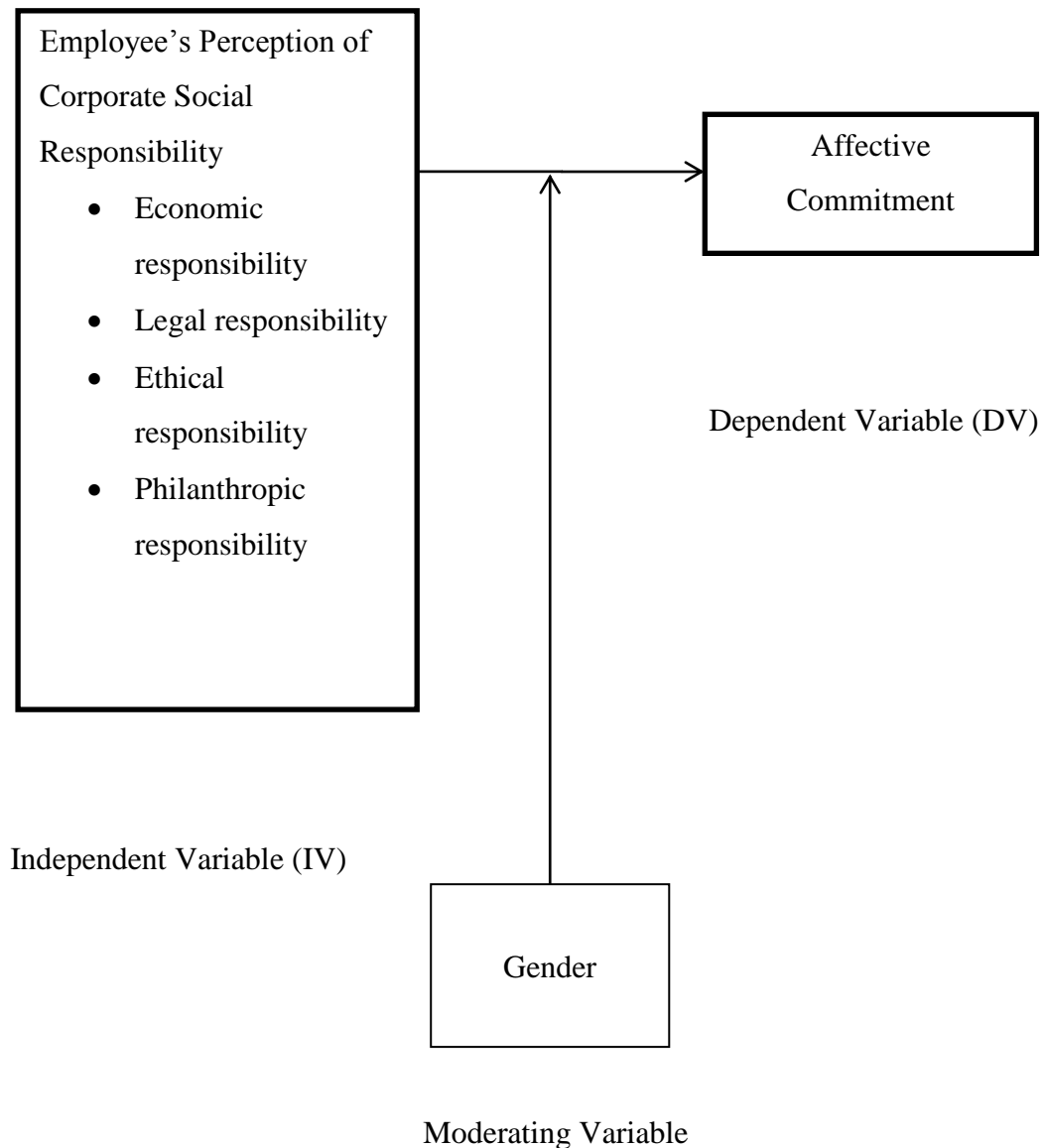
Source: Adapted from Hsieh, Y.H., & Chan, J.Y. (2012). Corporate social responsibility: A concern among employees. Human Systems Management, 31 (2010), 219-230.

According to the study of Hsieh and Chan (2012), the above conceptual framework was developed. Based on this conceptual framework, corporate social responsibility is the independent variable which comprises of four key areas includes: economic, legal, ethical and also philanthropic. On the other hand, the dependent variable is organizational commitment which consists of 3 dimensions. The 3 dimensions include affective commitment, continuance commitment and normative commitment. However, in the

framework, job satisfaction act as a mediating variable which mediates the relationship between corporate social responsibilities and organizational commitment. In this study, the relationship between corporate social responsibilities and organizational commitment is being developed based on the employee's perspective. From the results of this study, we can identify that all the dimensions of corporate social responsibilities perception had positive effects on organizational commitment.

2.3 Proposed Theoretical/ Conceptual Framework

Figure 2.5: Proposed Theoretical/Conceptual Framework



Source: Developed for the research

A theoretical conceptual framework has been developed and propose based on the literature review. The diagram above displays the connection between the variables which are to be tested in this research paper visually. In this framework, the independent variable is employee's perception on corporate social responsibility which adopted 4 dimensions; (1) economic responsibility, (2) legal

responsibility, (3) ethical responsibility and (4) philanthropic responsibility which is adapted from researches from Hsieh and Chan (2010) and You et al. (2013) . The dependent variable to be examined is affective commitment which is adapted from Meyer and Allen (1990). The relationship will be examined in this research paper to determine the effects of all the 4 dimension of employee's perception of corporate social responsibility towards affective commitment. The variable that will be moderating the relationship is gender.

2.4 Hypotheses Development

2.4.1 Relationship between Employees' Perception of Corporate Social Responsibilities and Affective Commitment

The relationship between employees' perception of corporate social responsibility and organizational commitment has always been a frequent topic to be studied by many researchers.

You et al. (2013) found out that there was a significant positive correlation between employee's perception of CSR and organizational commitment in their study on insurance agents in the insurance industry. Their findings were crucial as they proved that the insurance agent with higher level of recognition of CSR develop a positive influence on organizational commitment.

Bhattacharya, Sen and Korschun (2008) as cited in You et al. (2013) have found out that once an enterprise fulfilled its CSR and has incorporated it into day-to-day management, the company will enjoy improved effects in employee's loyalty, productivity, job satisfaction and job loyalty. Peterson (2004) as cited in You et al. (2013) stated that the social recognition theory proposed that employees will feel proud of the positive reputation gained from organizational participation in social responsibility. The theory also stated that the organizational participation will bring positive influences to the attitudes towards job and improve organizational commitment.

Hsieh and Chan (2012) did their study on employees of Taiwan Securities Exchange or Over-The-Counter listed firms in Taiwan that implement CSR which they further divided these firms by whether they have won CSR related awards or not. The reason was to test whether the relationships of employees' perception of organizational CSR engagement with organizational commitment and job satisfaction differ between the divided groups. Hsieh and Chan (2012) analyzed the above mentioned relationship

and successfully showed that all dimensions of CSR perception (ethical, legal, philanthropic and economic responsibilities) had positively affected the variable organizational commitment. Their study revealed that ethical and discretionary (philanthropic) responsibilities are more effective variables in positively affecting organizational commitment. They also showed that the gender male have a better perception of CSR than female. They concluded the study with their successfully proven hypothesis. The hypothesis was that as employee's perception of CSR has improved, job satisfaction will improve and thus, organizational commitment will increase.

Ali, Rehman, Ali, Yousaf and Zia (2010) also supported the relationship of the influence of CSR perceptions of employees have on their organizational commitment level and organizational performance. Their study found out that (1) the relationship between CSR and organizational commitment, (2) the relationship between CSR and organizational performance and (3) the relationship between organizational commitment and organizational performance are highly significant and positive.

Ali et al. (2010) concluded that organizational commitment among the employees can be enhanced through (1) their involvement in social activities, (2) the identification of the needs from the community and fulfilling them, (3) involving employee welfare, (4) environment conservation, (5) satisfying customers, (6) complying to government rules and (7) working in a fair ambience. The improvement in organizational performance can be seen once the perceptions among employees on CSR are improved.

Turker (2008) concluded from his study that employees indeed preferred their organization to be socially responsible and that their organizational commitment is positively influenced by CSR. His study was heavily based on SIT literature which emphasized that an organization's reputation will directly influence employees trust and confidence. The dimensions that he employed for his study were; (1) CSR to employees, (2) CSR to customers, (3) CSR to government and (4) CSR to social and non-social stakeholders.

Although the dimensions that he employed for his employee's perception of CSR are different from our research paper, his study will still prove that the concept of employee's perception of CSR is significant when it comes to their organizational commitment.

The results from Alfaro-Barrantes (2012) provided evidences that employees who perceive an organization's engagement in CSR positively will impact positively on organizational identification. And thus, it will positively relate to employee's attitudes and behaviours. Besides that, the positive linkage also includes organizational citizenship behavior.

Ebeid (2010) did a study on whether affording social activities are related to employee's organizational commitment. His results indicated that their income level, period of retention, gender and age affect the commitment. The relationship of all these variables is positive with the organizational commitment. Males were found out to be higher in commitment than female. However, after controlling these variables, the research showed that increasing the social activities from an organization will actually increase organizational commitment too.

Brammer, Millington and Rayton (2007) executed their research on employees of a large retail banking service firm in United Kingdom. Their aggregated results gave tremendous support for a significant relationship between CSR and organizational commitment.

Brammer et al. (2007) empirical results had shown that perceptions of external CSR, perceptions of procedural justice, perceptions of training for CSR were highly positive and significant with organizational commitment. Their concluded empirical results revealed that employee perceptions of CSR have a major effect on organizational commitment. His study proposed that external CSR had the most highly positive relationship with organizational commitment as the variable was both discretionary (philanthropic) and provided only indirect benefits to employees. This

revelation actually supports the theoretical framework which showed the significance of the involvement from social identity theory (Brammer et al., 2007). As for external CSR and procedural justice, women preferred both of these variables which showed that female's favour for discretionary behaviours and nondiscriminatory working practices. Men were shown to prefer stronger on training in terms of CSR.

Hypothesis 1:

H_0 : There is no significant relationship between employees' perceptions of CSR and affective commitment.

H_1 : There is a significant relationship between employees' perceptions of CSR and affective commitment.

2.4.2 The relationship between economic responsibilities and affective commitment

According to Belal Uddin, Riad Hassan and Tarique (2008) study, the constitution of organization's economic responsibility is economic dimension should consider direct and indirect economic impact of the operations of the organization and the interests on entire community and the company's stakeholder. The stakeholders are included the employees. A stunning economic performance enabled and led to a long-term business investment development and well-being of employees. Employees would contribute in goods and services purchasing, and yet pay taxes while the company gave good wages to them.

Besides that, a study was conducted by Sahar Futa (2013) on the social responsibility and organizational citizenship behaviour. A number of 80 respondents were used in the research. Based on his findings, economic dimension had a moderate association with citizenship behaviour. In this

dimension, there is a connection between employees' positive attitudes with their salaries and incentives, as well as employment that are available for the citizens.

Hypothesis 2:

H_0 : There is no significant relationship between employees' perceptions of economic responsibilities and affective commitment.

H_1 : There is a significant relationship between economic responsibilities and affective commitment.

2.4.3 The relationship between legal responsibilities and affective commitment

Based on Ibid (n.d.) (as cited in Bagdi, 2014), an organization doing its legal responsibility such as compliance with the law on social and economic interests of workers has a direct impact on productivity of organization, and thereby contributing to the organization's competitiveness as employee become more loyal and committed to the organization.

Supported by the study that conducted by Sahar Futa (2013), the findings shown that strong relationship between legal dimension and citizenship behaviour existed and it was positively and significantly associated. A fact had found that all the organizations in Jordan implemented law enforcement that excluded any damage or injury in the surrounding environment to foster harmony.

Furthermore, another study conducted by Hsieh and Chan (2012) had the similar findings. A total of 250 firms in the manufacturing and financial industry had been selected. Based on their findings, legal dimension was

positively correlated to job satisfaction. Yet, the job satisfaction was positively and significantly related to affective commitment. The higher perception of CSR in the legal responsibilities could lead to higher job satisfaction. This was due to the organization's efforts into CSR which was directed to meet the social needs of employees.

Hypothesis 3:

H_0 : There is no significant relationship between employees' perceptions of legal responsibilities and affective commitment.

H_1 : There is a significant relationship between legal responsibilities and affective commitment.

2.4.4 The relationship between ethical responsibilities and affective commitment

Based on the study conducted by Choi and Yu (2014), it is found that there is a positive relationship between ethical responsibilities with affective commitment. According to Choi and Yu (2014), with a total number of 175 respondents from the Chinese enterprises, the results showed that ethical responsibilities were positively affecting the affective commitment. Based on their findings, employees were found more willingly to stay with the organizations that engage in CSR activities. Besides that, if organizations often take employees into consideration in the corporate social responsibilities decision making, this will make employees feel that they are a part of the program and corporations as they care much about them (Stawiski e. al., 2010). By doing so, corporations will gain loyalty from the employees and the affective commitment will be high.

Besides that, Hsieh and Chan (2012) had conducted a study on the relationship between corporate social responsibilities and organization commitment. Among the questionnaires being distributed, they successfully obtained 278 questionnaires that are usable. According to Hsieh and Chan (2012), the result shows that employees perceived CSR has positive effect on organizations commitment. This is because employees perception on organization's CSR effort is significantly affect the job satisfaction which will later lead to high organizational commitment. Amongst all the dimensions of CSR, we found that ethical responsibility has the greatest effect on job satisfaction. This is because if organization willing to implement ethical responsibility, employees will assume that organizations will also treat them fairly. When employees are satisfied with their job, they tend to be committed to the organization.

Hypothesis 4:

H_0 : There is no significant relationship between employees' perceptions of ethical responsibilities and affective commitment.

H_1 : There is a significant relationship between ethical responsibilities and affective commitment.

2.4.5 The relationship between philanthropic responsibilities and affective commitment

As we had mentioned above, according to the study which conducted by Hsieh and Chan (2012), they had found that the four dimensions of corporate social responsibility which consist of economic, legal, ethical and philanthropic have positive relationship with job satisfaction, while job satisfaction is positively related to affective commitment. In another word, philanthropic responsibilities will significantly affect the decision of

employees either to leave the organization or continue to work with the organization. Job satisfaction of employees will be high if an organization often practices CSR, while high job satisfaction will lead to high affective commitment. Hence, if an organization intended to gain high affective commitment from employees, they should highly including in CSR practices and contribute more to the society.

Furthermore, according to Stawiski, Deal and Gentry (2010), the more employees rated their organizations as a good corporate citizens, the more committed they are to the organizations. If the corporations concern about the community and engage in philanthropic responsibilities, employees might feel good and proud to work with the company. This will increase the job satisfaction of employees, reduce job turnover and lead to high commitment to organizations.

Hypothesis 5:

H_0 : There is no significant relationship between employees' perceptions of philanthropic responsibilities and affective commitment.

H_1 : There is a significant relationship between philanthropic responsibilities and affective commitment.

2.4.6 Gender as a moderator to the relationship between employee's perception of CSR and affective commitment

Corporate social responsibility is having vital impact on gender towards affective commitment. There were new data from scholars and scientists from Harvard Business School which proposed that gender-inclusive leadership and corporate social responsibility (CSR) are associated.

Corporations and society gained when there was gender diversity on business leaders (Soares, Marquis & Lee, 2011).

The association between each aspects of CSR and organizational commitment was investigated within a model which differentiated between genders from the commitment literature (Meyer et al., 2002). The results showed that gender was the significant variation and also suggested that CSR was having positive relationship towards organizational commitment.

Besides that, social identity theory suggested that gender were associated with an individual's self-identity and its values (Tajfel & Turner, 1985; Ashforth & Mael, 1989). The difference of gender was intimately related with socially responsible behavior in an organization. The result of Bath (n.d.) study in his model has suggested also that gender disparity is important to the correlation between CSR and organizational commitment.

According Atakan, Burnaz and Topcu (2008), literally the relationship between gender and business ethics established the most attention and is commonly researched by researchers. Kahreh, Babania, Tive and Mirmehdi (2013) said it was additional practical that males revealed a lesser amount of diversity involvement in ethical decision making while females more voluntarily raised different ethical dimensions for dissimilar business scenarios.

Nonetheless, there are other CSR studies that had touched on gender. Panwar (2010) found out males and females had difference in terms of their perception on social responsibility. More females student were found than male on lever of CSR orientation, in other ways, means females are more likely to rate higher on scales of social responsibility than males (Burton and Hegarty, 1999). In between, Marz, Powers and Queisser (2003) also indicated females had a significantly higher level of social orientation than males and Smith, Wokutch, Harrington and Dennis (2001) found females indicated more attention to corporate ethical responsibility than

male. Babcock (2012) indicated if more female leaders are associated with higher levels of CSR will lead to higher quality CSR initiatives. Thus, while higher scale of responsibility; hence, higher affective commitment will be imposed.

Hypothesis 6:

H_0 : Gender does not moderate the relationship between economic responsibilities and affective commitment.

H_1 : Gender moderates the relationship between economic responsibilities and affective commitment.

Hypothesis 7:

H_0 : Gender does not moderate the relationship between legal responsibilities and affective commitment.

H_1 : Gender moderates the relationship between legal responsibilities and affective commitment.

Hypothesis 8:

H_0 : Gender does not moderate the relationship between ethical responsibilities and affective commitment.

H_1 : Gender moderates the relationship between ethical responsibilities and affective commitment.

Hypothesis 9:

H_0 : Gender does not moderate the relationship between philanthropic responsibilities and affective commitment.

H_1 : Gender moderates the relationship between philanthropic responsibilities and affective commitment.

2.5 Conclusion

The relevant articles and past research studies that are related to the effect of employee's perception on corporate social responsibilities and affective commitment moderated by gender have been presented and discussed in this chapter. The literature review serves as the base in developing the hypotheses which are to be tested in this research paper. Next, research methodology that will be used for the study will be discussed and described in the following Chapter 3.

Chapter 3: Research Methodology

3.0 Introduction

In this chapter, an outline of research methods will be introduced. Furthermore, this chapter also consists of research design, the ways of collecting data, scales of measurement, data processing, analysis of data, and last is the brief conclusion. There will be study survey was conducting by using administered personally, mailed to respondents, or electronically questionnaires to gather the primary data.

3.1 Research Design

Research design is method that can indicate out the procedure and methodology for assembly the essential information (Zikmund, Babin, Carr, & Griffin, 2010). In conducting this research, we are using quantitative method to test our hypotheses and inspect the relationship between our independent variable which is employees' perceptions of CSR that consist of for dimension such as (economic, legal, ethical, and philanthropic) and our dependent variable (affective commitment) and gender as moderator. Furthermore, questionnaire and document review is needed in this research to conduct quantitative method. The data will be measure and implement on the statistical analysis.

In order to conduct our research study, we are using descriptive. Zikmund et al. (2010) stated that descriptive research is conducted once the researcher understanding the condition that is being studied. The research that we conduct is descriptive in nature and we are using the previous knowledge of nature of the research problem which has been learn from the past journal that are interrelated to affective commitment.

3.2 Data Collection Methods

Data collection methods can be well-defined as how the researchers collect and gather the information. The integral part of the research design is also known as data collection methods and the data be able to collect through various kinds of sources in different methods and with different settings (Sekaran & Bougie, 2010). Data collection is an important points as it determines where the sources come from. Although there are multiple methods of data collection but the most commonly used by the researchers are primary and secondary data. In our study, we will using questionnaire survey to obtain the primary data, however we also will make use of the secondary data which is collect from database through online in order to acquire the information which are related to our research in different areas.

Primary Data

Information which is gained first hand by the researcher toward the variables for the certain objective which are testing in this study are define as primary data. Primary data is more important compare to secondary data because it can provides a reliable and truthful data which are act as a foundation of new research study. The methods of gathering particular information may be through administering questionnaires, interviewed or observation (Sekaran & Bougie, 2010).

In our study, we are using questionnaire to gather the information which is needed. We are choosing this method because by distributing the questionnaire, it is more convenience, simple, economically, fast approach to collect the data due to the time constraint. Furthermore, through this method, it also may help us to analyse and evaluate the research questions, reliability test and certify the hypothesis which have stated in the early stage.

Besides that, questionnaire is in the written set of questions that distribute for recording the answer or within closely defined choices of the respondent. It is an

efficient data collection technique because we may know accurately and easily to measure the variables according to the questionnaire (Sekaran & Bougie, 2010). Furthermore, we distribute the questionnaire by our own and make sure the questionnaires that we distributed are fully complete answer by our respondent. Through this method, it may help us to attain a huge number of respondents and may affect statistically analysis of the results.

Secondary Data

According to Sekaran and Bougie (2010), secondary data can be definite as gather the material or information from the sources that already occur. There are numerous sources which may include in the secondary data for instance articles, journal, books, and internet other search engine which provided by Utar such online database (JSTOR, Science Direct, and Westlaw). Furthermore, secondary data is common use by the researcher because it can help us to save the time in collecting the data, more convenience and low cost of obtaining information compare to the primary data (Sekaran & Bougie, 2010).

Apart from that, Sekaran and Bougie, (2010) also stated that secondary data can be divided into internal or external and it will be able to retrieve from the internet or other source of public materials. So, we are using secondary data to gain the information in order to support our research background and problem statement. Furthermore, secondary data also useful on behalf of our research and contribute more in the chapter two which is literature review part. We acquired and go through the online database, journal, books and articles to obtain information which is needed for our research. This sources may help us to develop the research hypotheses and the question been ask in the questionnaires.

3.3 Sampling Design

3.3.1 Target Population

Target population is first step for sampling design, is the way to know the essential features of the population react to the inquiry in this study. This research is targeting tourism industry and this industry including hotel, travelling agency employees will be our target population.

3.3.2 Sampling Frame and Sampling Location

The data availability restraints because of the private and personal concern, there are having difficulties for the researchers to get the full list of tourism relates industry in Malaysia as well as the sampling frame of the employees who works under tourism industry. Therefore, Pulau Pinang has been chosen by the researchers as the sampling location for this study because Pulau Pinang is one of the popular place to visits in Malaysia and there are more than 300 hotels and more than 18 travel agency located in Penang Island.

3.3.3 Sampling Element

Sampling elements refer to the respondent who involved in study. Tourism industry in the target research area so the sampling element of this research are the employees who work at hotel or travel agency from top level of management to lower level management. Furthermore, questionnaires distributed to respondents via demographic. Demographic helps to come out more accurate and reliable result. Employer and trainee are not included.

3.3.4 Sampling Technique

For sampling method, there are two ways to explore. One namely as probability and another one is non-probability samples, the aim is to investigate an entire population. There are simple random, cluster sampling, stratified sampling and systematic sampling for probability. Besides, the four type of non-probability sampling are more to subjective method. There are convenience, quota, judgment and snowball sampling. Those are more emphasis on individual decision to adopt the component of sample. Due to the constraints mentioned before, we decided to use convenience sampling to select the target respondents. This sampling allowed us to conduct our survey according to the limitation of cost involves and time consume. Nevertheless, it is convenient and easy for us to obtain data from the respondents.

3.3.5 Sampling Size

Sample size is important to explain total target population. Due to the information regarding the total number of employees who work in Malaysia hotels and travel agency are unknown, researchers have made a decision on to collect 300 set of data from the employees who work at the hotel and travel agency that located in Pulau Pinang. Approximately 80,000 employees are 382 in the needed for 75,000 number of population (Sekaran and Bougie, 2010). 30 sets of pilot study questionnaires had been distributed in one day. Pilot tests are to make sure the reliability of the questionnaires and easy for us to make any amendment or correction before real distribute to our real respondents. Therefore, researchers will distribute the total 400 survey questionnaires to respond who work inside hotel or travel agency in Pulau Pinang.

3.3.6 Rationale for Sample Size

However, we referred to Roscoe's rules of thumb (1975) that can be used to choose appropriate sample for our research due to leading a waste of resources although the sample is sufficiently large for enough reliability. The rule of thumb suggested that the sample should be between 100 to 1000 units and exceeding 10% of the population (Hill, 1998). Roscoe (1975) proposed that sample sizes appropriate for most researches should be larger than 30 and less than 500. A sample size $N=200$ was considered appropriate if we were to use it with multivariate analysis methodologies. With a target of a total number of 200 questionnaires distributed, the sample size of 200 was sufficient for the study under much consideration.

3.4 Research Instruments

3.4.1 Questionnaire Design

The questions in this study are being adopted from other researcher paper and slightly being modified. The questionnaires consist of three main sections. Section A is about the respondents' demographic information such as age, gender, race, income level, education level, marital status etc. This section contains 8 questions. In Section B, there are 22 questions which cover the four dimensions of Corporate Social Responsibility. There is an average of five to seven questions being specified in each of the dimensions to help the researchers to investigate the effect of CSR on organizational commitment from the employees' perspective. In Section C, it has been made up of 8 questions to measure the affective commitment of employees. Respondent is required to evaluate their intention whether to stay with the organization.

3.4.2 Pilot Study

Before the researchers run the actual survey, it is necessary for them to conduct a pilot study where only 30 respondents are involved. The main purpose of conducting a pilot study is to check on the understanding of respondents towards the questions being asked. Besides that, it is to make sure that the questionnaires are reliable and the results being generated are accurate.

3.5 Constructs Measurement

3.5.1 Origins of Constructs

Table 3.1: Origins of Constructs

Variables	Adopted or Adapted from
Demographic	Omar, Majid & Johari, (2012); Omar et al.,(2012); Tang et al.,(2012); Rivera et al.,(2011)
Corporate Social Responsibility	Isabelle Maignan & O.C. Ferrell (2000), Turker (2008)
Affective Commitment	Allen & Meyer (1990)

Source: Developed for the research

We have adopted the statements developed by Allen and Meyer (1990) who are the authors that created the three-component model to measure and employee's affective commitment in our research.

Besides that, in our research, we also adopted the statements used to measure the employee's perceptions of corporate social responsibility by Isabelle Maignan and O.C. Ferrell (2000) and Turker (2008). While, we

also adopted demographic variables from Omar, Majid and Johari (2012); Omar et al. (2012); Tang et al. (2012); Rivera et al. (2011).. The original statements will be presented in the following area.

3.5.2 Modified Operational Definition of Construct

Table 3.2: Modified Operational Definition of Construct

Dimension	Question	Author	Modification	Remark
Demographic	Gender	Omar, Majid & Johari, (2012); Omar et al.,(2012); Tang et al.,(2012); Rivera et al.,(2011)	-	Adopt
	Age	Omar, Majid & Johari, (2012); Omar et al.,(2012); Tang et al.,(2012); Rivera et al.,(2011)	-	Adopt
	Race	Omar, Majid & Johari, (2012); Omar et al.,(2012); Tang et al.,(2012); Rivera et al.,(2011)	-	Adopt
	Marital status	Omar, Majid & Johari, (2012); Omar et	-	Adopt

		al.,(2012); Tang et al.,(2012); Rivera et al.,(2011)		
	Monthly income	Omar, Majid & Johari, (2012); Omar et al.,(2012); Tang et al.,(2012); Rivera et al.,(2011)	-	Adopt
	Highest education level	Omar, Majid & Johari, (2012); Omar et al.,(2012); Tang et al.,(2012); Rivera et al.,(2011)	-	Adopt
	Current Position	Omar, Majid & Johari, (2012); Omar et al.,(2012); Tang et al.,(2012); Rivera et al.,(2011)	-	Adopt
	How long have you work for the organization?	Omar, Majid & Johari, (2012); Omar et al.,(2012); Tang et al.,(2012); Rivera et al.,(2011)	-	Adopt
	Marital status	Omar, Majid &	-	Adopt

		Johari, (2012); Omar et al.,(2012); Tang et al.,(2012); Rivera et al.,(2011)		
Economic responsibilities	We have been successful at maximizing our profit.	Isabelle Maignan & O.C. Ferrell, (2000)	-	Adopt
	We strive to lower our operating costs.	Isabelle Maignan & O.C. Ferrell, (2000)	-	Adopt
	We closely monitor employees' productivity.	Isabelle Maignan & O.C. Ferrell, (2000)	-	Adopt
	Top management established long-term strategies.	Isabelle Maignan & O.C. Ferrell, (2000)	Top management established long-term strategies for better operations.	Adapt
	Our company supports employees who want to acquire additional education.	Duygu Turker, (2008)	-	Adopt
	The	Duyge Turker,	-	Adopt

	managerial decisions related with the employees are usually fair.	(2008)		
Legal responsibilities	Managers are informed about relevant environmental laws.	Isabelle Maignan & O.C. Ferrell, (2000)	-	Adopt
	All our products meet legal standards.	Isabelle Maignan & O.C. Ferrell, (2000)	-	Adopt
	Our contractual obligations are always honoured.	Isabelle Maignan & O.C. Ferrell, (2000)	-	Adopt
	The managers of this organization try to comply with the law.	Isabelle Maignan & O.C. Ferrell, (2000)	-	Adopt
	Our company seeks to comply with all laws regulating hiring and employee benefits.	Isabelle Maignan & O.C. Ferrell, (2000)	-	Adopt

	We have programs that encourage the diversity of our workforce (in terms of age, gender, or race).	Isabelle Maignan & O.C. Ferrell, (2000)	-	Adopt
	Internal policies prevent discrimination in employees' compensation and promotion.	Isabelle Maignan & O.C. Ferrell, (2000)	-	Adopt
Ethical responsibilities	Our business has a comprehensive code of conduct.	Isabelle Maignan & O.C. Ferrell, (2000)	-	Adopt
	We are recognized as a trustworthy company.	Isabelle Maignan & O.C. Ferrell, (2000)	-	Adopt
	Fairness toward co-workers and business partners is an integral part	Isabelle Maignan & O.C. Ferrell, (2000)	-	Adopt

	of the employee evaluation process.			
	A confidential procedure is in place for employees to report any misconduct at work.	Isabelle Maignan & O.C. Ferrell, (2000)	-	Adopt
	Our salespersons and employees are required to provide full and accurate information to all customers.	Isabelle Maignan & O.C. Ferrell, (2000)	-	Adopt
Philanthropic responsibilities	Our business supports employees who acquire additional education.	Isabelle Maignan & O.C. Ferrell, (2000)	-	Adopt
	Flexible company policies enable employees to better coordinate	Isabelle Maignan & O.C. Ferrell, (2000)	-	Adopt

	work and personal life.			
	Our business gives adequate contributions to charities.	Isabelle Maignan & O.C. Ferrell, (2000)	-	Adopt
	A program is in place to reduce the amount of energy and materials wasted in our business.	Isabelle Maignan & O.C. Ferrell, (2000)	-	Adopt
	We encourage partnerships with local businesses and schools.	Isabelle Maignan & O.C. Ferrell, (2000)	-	Adopt
Affective commitment	I would be very happy to spend the rest of my career with this organization.	Allen & Meyer (1990)	-	Adopt
	I enjoy discussing my organization with the people outside it.	Allen & Meyer (1990)	-	Adopt
	I really feel as if this	Allen & Meyer (1990)	-	Adopt

	organization's problems are my own.			
	I think that I could easily become as attached to another organization as I am to this one (R).	Allen & Meyer (1990)	-	Adopt
	I do not feel like 'part of the family' at my organization (R).	Allen & Meyer (1990)	-	Adopt
	I do not feel 'emotionally attached' to this organization (R).	Allen & Meyer (1990)	-	Adopt
	This organization has a great deal of personal meaning for me.	Allen & Meyer (1990)	-	Adopt
	I do not feel a strong sense of belonging	Allen & Meyer (1990)	-	Adopt

	to my organization (R).			
--	-------------------------------	--	--	--

Source: Developed for the research

3.5.3 Scale measurement

Scale of measurement is defined as an instrument created to differentiate the relationship of variables between subjects tested which will have different scale values. The types of scale measurement usually come in nominal, ordinal, interval and ratio scales (Sekaran & Bougie, 2013).

3.5.3.1 Interval scale

Our questionnaire will be using a multipoint scale that will show differences, organization and quality of the responses. The scale is interval scale (Sekaran et al., 2013). The questions adopted and adapted in the questionnaires are arranged and designed with interval scale in Section B and Section C. A five point-Likert scale is adopted and incorporated to allow respondents to answer the statement given by the questions. The range of answers is from “Strongly Disagree” (SD), “Disagree” (D), “Neutral” (N), “Agree” (A), to “Strongly Agree” (SA).

Table 3.3: Example of five-point Likert scale:

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	2	3	4	5

Dimension	SD	D	N	A	SA
Economic responsibilities					
1. We have been successful at maximizing our profit.	1	2	3	4	5
2. We strive to lower our operating costs.	1	2	3	4	5
3. We closely monitor employees' productivity.	1	2	3	4	5
4. Top management established long-term strategies for better operations.	1	2	3	4	5
5. Our company supports employees who want to acquire additional education.	1	2	3	4	5
6. The managerial decisions related with the employees are usually fair.	1	2	3	4	5

3.5.3.2 Nominal scale

Question 1, 3, 4 and 7 in Section A are using the nominal scale for measurement. The nominal scale is used to measure personal or professional information of respondents.

Every question has different set of answers provided for the respondents to choose from. For our research, we have standardized the choices of answers.

Example:

Gender:

☐ Male ☐ Female

Marital status:

☐ Single ☐ Married

3.5.3.3 Ordinal Scale

Question 6 in Section A of the questionnaire will be constructed using ordinal scale. The ordinal scale is suitable to get response about respondents' highest education level. The scale is also used to categorize differences in terms of qualitative data and has ranking characteristics (Sekaran & Bougie, 2013).

Example:

Highest education level

- | | |
|--|----------------------------------|
| <input type="checkbox"/> Secondary education | <input type="checkbox"/> SPM |
| <input type="checkbox"/> STPM | <input type="checkbox"/> Diploma |
| <input type="checkbox"/> Degree | <input type="checkbox"/> Master |
| <input type="checkbox"/> Doctor | <input type="checkbox"/> Others |

3.5.3.4 Ratio scale

Questions 2, 5 and 8 in Section A are the only questions constructed using ratio scale. Since ratio scale is a scale that has absolute zero origin and characteristics of interval scale, it can deal with differences, orders and distances and has an unique origin (Sekaran et al., 2013). It will show magnitude, proportions and differences.

Example:

Monthly income:

- | | |
|---|---|
| <input type="checkbox"/> <RM 15000 | <input type="checkbox"/> RM 1501- RM 2500 |
| <input type="checkbox"/> RM2501- RM3500 | <input type="checkbox"/> RM3501- RM4500 |
| <input type="checkbox"/> Above RM 4501 | |

Age:

_____ Years old

3.6 Data Processing

According to Sekaran and Bougie, (2013), after collected all the questionnaires from the respondents, researchers are required to convert the materials into useful information. Data processing is a process of gathering and manipulating data and transforms it into meaningful information. It is important for the researchers to

check all the questionnaires to make sure that there is no incomplete questionnaires before process the data to reduce mistakes and error when generate the results. Only data that are reliable, precise and complete are applicable for further analysis to generate a more accurate result for the investigation.

3.6.1 Data Coding

Data coding is a step for the researchers to allocate a unique number for each choices in each question. By doing this, researcher can ensure that respondents able to enter the database easily. The table below shows a few examples how the researchers code the data.

Table 3.4: Examples of data coding for questions in Section A

Question	Coding
Gender	1= Male, 2= Female, 99= Missing data
Age	According to the figure given by respondent
Race	1= Malay, 2= Indian, 3= Chinese, 4= Others, 99= Missing data
Marital status	1= Single, 2= Married, 99= Missing data
Monthly income	1= less than RM 1500, 2= RM 1501 to RM 2500, 3= RM 2501 to RM 3500, 4= RM 3501 to RM 4500, 5= Above RM 4501, 99= Missing data
Highest education level	1= Secondary education, 2= SPM, 3= STPM, 4= Diploma, 5= Degree, 6= Master, 7= Doctor, 8= Others, 99= Missing data

Source: Developed from the research

While for questions in Section B and Section C, they have the similar coding method. Table below show one of the examples of Section B and C.

Table 3.5: Example of data coding for Section B and Section C questions

Question	Coding
I would be very happy to spend the rest of my career with my current organization.	1= Strongly Disagree, 2= Disagree, 3= Neutral, 4= Agree, 5= Strongly Agree, 99= Missing data

Source: Developed from the research

3.7 Data Analysis

According to Zikmund (2003), data analysis is the method of interpreting the data collection into useful and meaningful information. All the coded data would be key in to the computer software and analyzed by using SAS 5.1 which consist of Pearson correlation analysis and Multiple Regression analysis to study the connection between Corporate Social Responsibility and Affective Commitment. However, reverse scoring must be completed for the fourth, fifth, sixth and eighth statement under Affective Commitment before researchers conduct the analysis.

3.7.1 Descriptive Analysis

After convert the data into appropriate information and all the data have been key in into the system, descriptive analysis will be conducted to generate frequency distribution, and also compute the average and distribution percentage for all the questions in questionnaire especially demographic data in Section A.

In order to make sure that the content are easy to be understand, information that being collected from the respondent will be shown in the form of table, pie chart or bar chart.

3.7.2 Scale Measurement

Reliability analysis is referring to a test that aims to evaluate the statements that we had adapted and adopted from other sources. It is important to measure whether the results we get from 30 set of pilot study are reliable or not. Coefficient alpha range represents the level of consistency for the results.

According to Sekaran and Bougie (2013), coefficient alpha value less than 0.60 is considered as poor reliability. A fair reliability value of Coefficient alpha in reliability analysis is from 0.60 to 0.70 while 0.70 to 0.80 is consider good reliability. For coefficient alpha value that is above 0.80, it is consider as very good reliability.

Table below shows Coefficient alpha range in value with level of reliability.

Table 3.6: Coefficient Alpha Ranges (α)

Coefficient Alpha (α)	Level of Reliability
0.80 to 0.95	Very good reliability
0.70 to 0.80	Good reliability
0.60 to 0.70	Fair reliability
< 0.60	Poor reliability

Source: Sekaran, U., & Bougie, R. (2013). Research methods for business: A skill building approach (6th ed.). Chichester, West Sussex: John Wiley & Sons, Inc., (page 229).

3.7.3 Inferential Analysis

In this research, all the statements used to measure the variables are metric scales. Hence, Pearson's Correlation Coefficient Analysis and Multiple Regression Analysis have been chosen to conduct the inferential analysis.

3.7.3.1 Pearson Correlation Coefficient Analysis

As Likert scale had been used in both Section B and Section C, Pearson Correlation Coefficient is being used to investigate the relationship between variables by entering the data into SAS. Researchers can successfully analyze those metric questions and achieve the strength of the relationships through Pearson Correlation Coefficient.

3.7.3.2 Multiple Linear Regression Analysis

Multiple Regression Analysis is an analysis being used to test on the influences of either one or more independent variables toward a dependent variable. In this study, Multiple Regression Analysis is used to define the relationship between the dimensions of corporate social responsibility, which is economic, legal, ethical and philanthropic to the affective commitment. This analysis is providing plenty of evidence to prove the completeness of the framework that been proposed in Chapter 2 earlier.

3.8 Conclusion

We can conclude that the primary objective of research methodology is to explain the processes involved in this study and it is important for future development of the study. In this research, we had discussed about the data collection methods, research design, sampling design, etc. We had carried out a pilot study for 30 respondents from tourism industry and collected around 200 set of data by questionnaire survey for the full study.

Researchers are required to check and edit the data to confirm the accuracy, completeness and reliability before key in all the data into the system. Pearson Correlation Coefficient and Multiple Regression Analysis had been used to study the relationship between independent variable and dependent variable. The result of the data analysis for pilot study and actual study will be interpret and explained in details in Chapter 4.

CHAPTER 4: RESEARCH RESULTS

4.0 Introduction

In this chapter, it is around 200 set results of questionnaires were being analyzed. The data collected from respondents will be analyzed and processed by using SAS Enterprise Guide software. The analysis taken are included demographic analysis, reliability analysis, Pearson Correlation Coefficient Analysis, and Multiple Linear Regression Analysis.

4.1 Descriptive Analysis

Demographic profile of respondent is analysing using frequency analysis. There are total eight terms in questionnaire of section A have been analyzed. It includes of gender, age, race, marital status, monthly income, higher education level, current position, and working period.

4.1.1 Respondent Demographic Profile

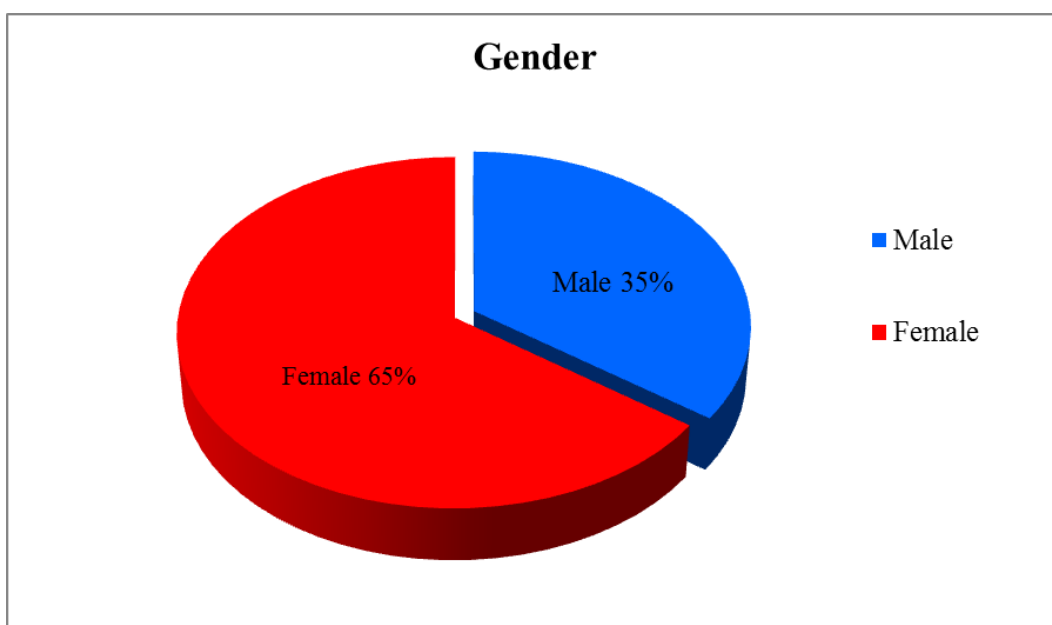
4.1.1.1 Gender

Table 4.1: Gender of respondents

Gender	Frequency	Percent	Cumulative Frequency	Cumulative Frequency
1	70	35	70	35
2	130	65	200	100
Frequency Missing = 2				

Source: Data generated by Statistical Analysis System (SAS) version 5.1

Figure 4.1: Gender of respondents



Source: Data generated by Statistical Analysis System (SAS) version 5.1

Table 4.1 and Figure 4.1 above show the gender of respondents. Out of 200 respondents, there are accounted for most of female which is 130 (65%) respondents, whereas only 70 (35%) of male were being occupied.

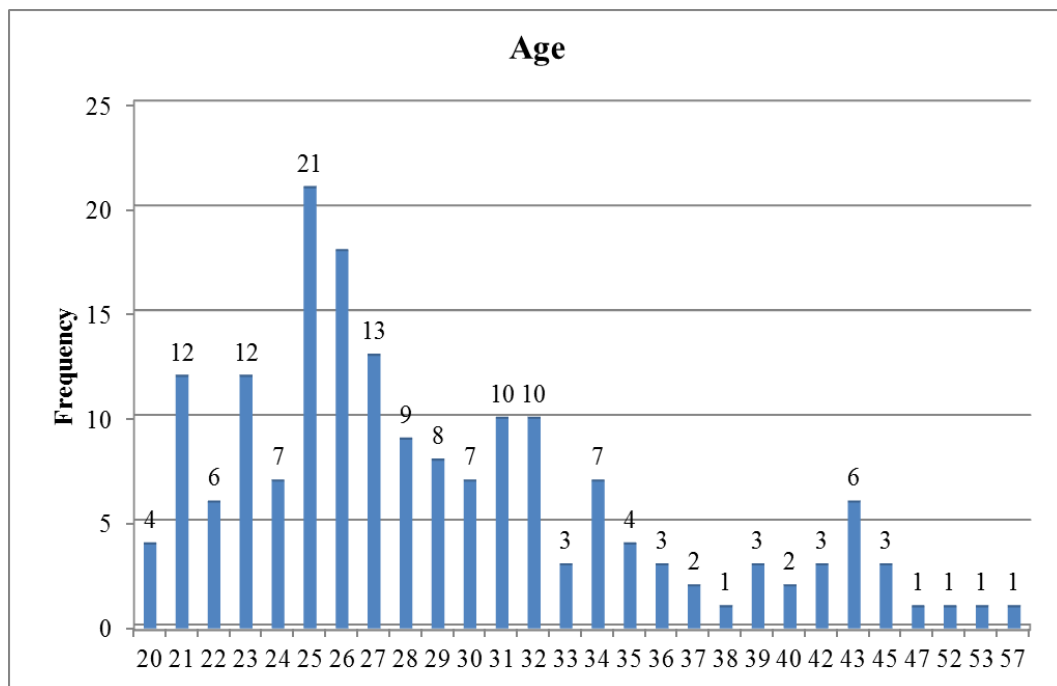
4.1.1.2 Age

Table 4.2: Age of respondents

Age	Frequency	Percent	Cumulative	Cumulative
			Frequency	Percent
20	4	2.25	4	2.25
21	12	6.74	16	8.99
22	6	3.37	22	12.36
23	12	6.74	34	19.10
24	7	3.93	41	23.03
25	21	11.8	62	34.83
26	18	10.11	80	44.94
27	13	7.3	93	52.25
28	9	5.06	102	57.3
29	8	4.49	110	61.8
30	7	3.93	117	65.73
31	10	5.62	127	71.35
32	10	5.62	137	76.97
33	3	1.69	140	78.65
34	7	3.93	147	82.58
35	4	2.25	151	84.83
36	3	1.69	154	86.52
37	2	1.12	156	87.64
38	1	0.56	157	88.2
39	3	1.69	160	89.89
40	2	1.12	162	91.01
42	2	1.69	165	92.7
43	3	3.37	171	96.07
45	6	1.69	174	97.75
47	3	0.56	175	98.31
52	1	0.56	176	98.88
53	1	0.56	177	99.44
57	1	0.56	178	100
Frequency Missing = 24				

Source: Data generated by Statistical Analysis System (SAS) version 5.1

Figure 4.2: Age of respondents



Source: Data generated by Statistical Analysis System (SAS) version 5.1

Table 4.2 and Figure 4.2 above show the age of respondents. The participant group with highest frequency is 25 years old with 21 (11.80%) respondents, followed by 18 (10.11%) respondents with 26 years old and 13 (7.30%) respondents with 27 years old. On the other hand, the lowest frequency respondents are all from 33-57 years old which are 1-6 (0.56% - 3.37%) respondent(s).

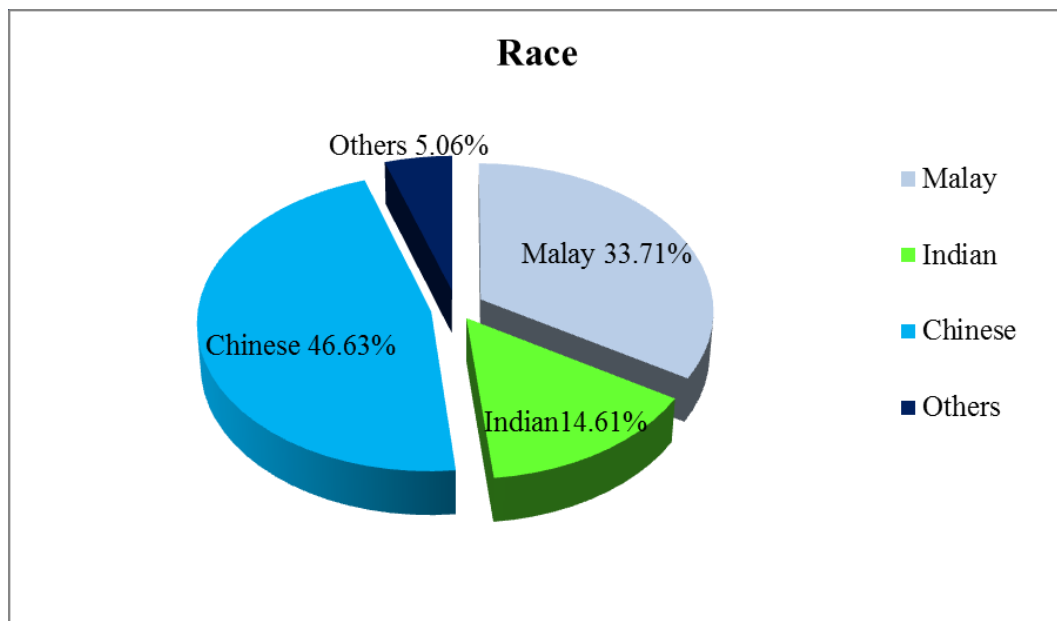
4.1.1.3 Race

Table 4.3: Race of respondents

Race	Frequency	Percent	Cumulative	Cumulative
			Frequency	Percent
1	60	33.71	60	33.71
2	26	14.61	86	48.31
3	83	46.63	169	94.94
4	9	5.06	178	100
Frequency Missing = 24				

Source: Data generated by Statistical Analysis System (SAS) version 5.1

Figure 4.3: Race of respondents



Source: Data generated by Statistical Analysis System (SAS) version 5.1

Table 4.3 and Figure 4.3 above show the race of respondents. The highest frequency of respondent is 83 (46.63%) of Chinese. Next is 60 (33.70%) of Malay, followed by 26 (14.61%) of Indian. The lowest frequency of respondents is 9 (5.06%) other races of respondents.

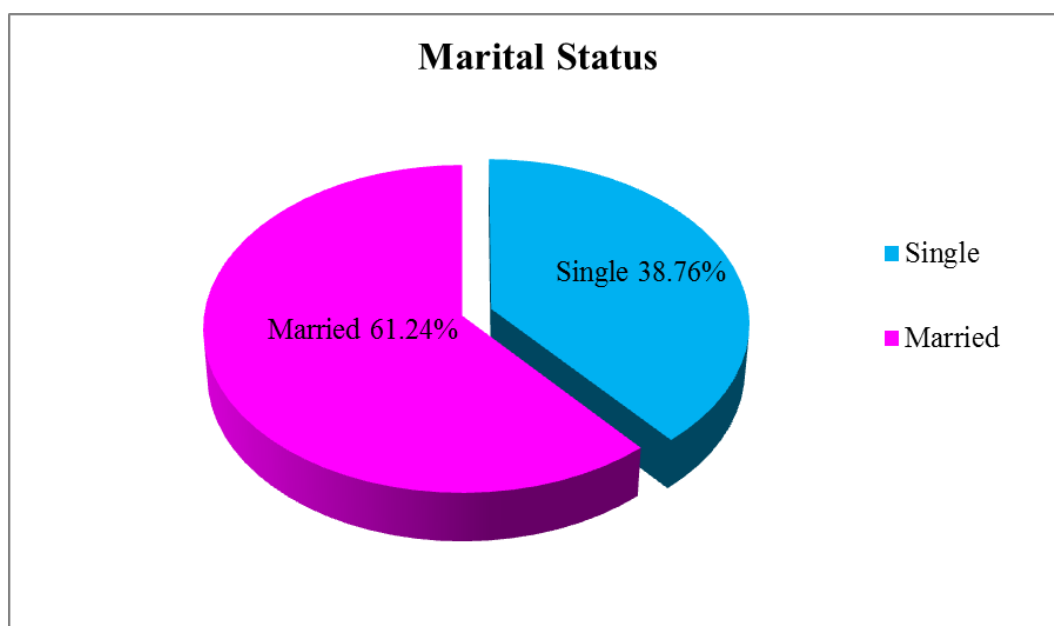
4.1.1.4 Marital Status

Table 4.4 Marital status of respondents

Marital Status	Frequency	Percent	Cumulative	Cumulative
			Frequency	Percent
1	69	38.76	69	38.76
2	109	61.24	178	100
Frequency Missing = 24				

Source: Data generated by Statistical Analysis System (SAS) version 5.1

Figure 4.4: Marital status of respondents



Source: Data generated by Statistical Analysis System (SAS) version 5.1

Table 4.4 and Figure 4.4 above show the marital status of respondents. In the total of 178 respondents, the result shows that 109 (61.24%) of respondents are married while the remaining of 69 (38.76%) of respondents are single.

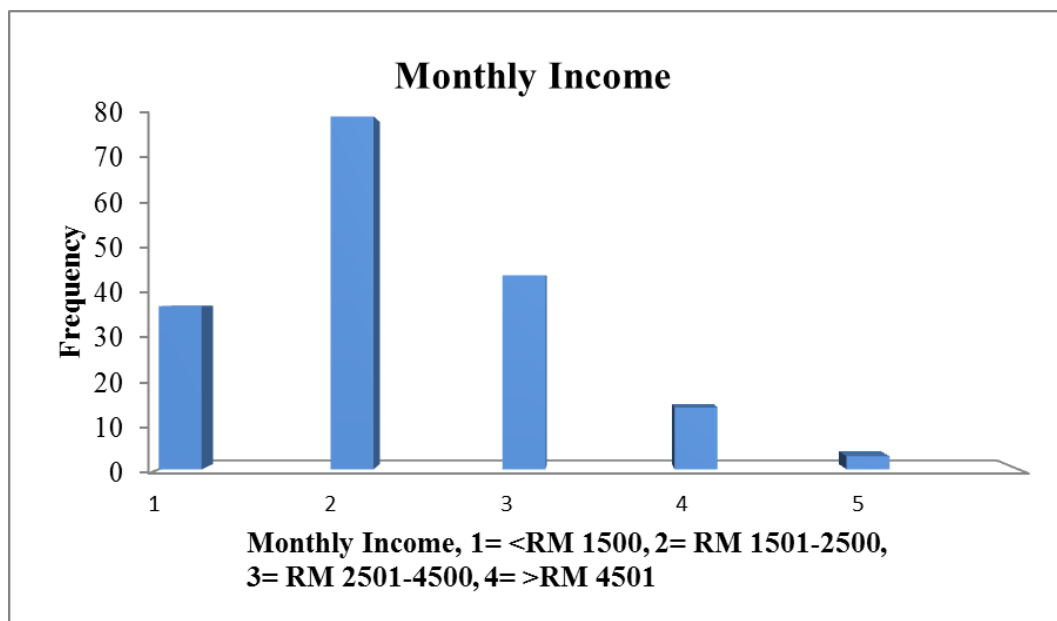
4.1.1.5 Monthly Income

Table 4.5: Monthly income of respondents

Monthly Income	Frequency	Percent	Cumulative	Cumulative
			Frequency	Percent
1	37	20.79	37	20.79
2	80	44.94	117	65.73
3	44	24.72	161	90.45
4	14	7.87	175	98.31
5	3	1.69	178	100
Frequency Missing = 24				

Source: Data generated by Statistical Analysis System (SAS) version 5.1

Figure 4.5: Monthly income of respondents



Source: Data generated by Statistical Analysis System (SAS) version 5.1

Table 4.5 and Figure 4.5 above show the monthly income of respondents. Based on the results, 80 (44.94%) of participated respondents' monthly income was in between RM 1501-RM 2500. For level RM 2501-RM 3500, it was consisted of 44 (24.72%) respondents, and followed by 37 (20.79%) respondents were categorized in less than RM1500. Furthermore, 14 (7.87%) of respondents were in between RM 3501-RM 4500. The least

frequency is only 3 (1.69%) respondents from group with monthly income more than RM 4501.

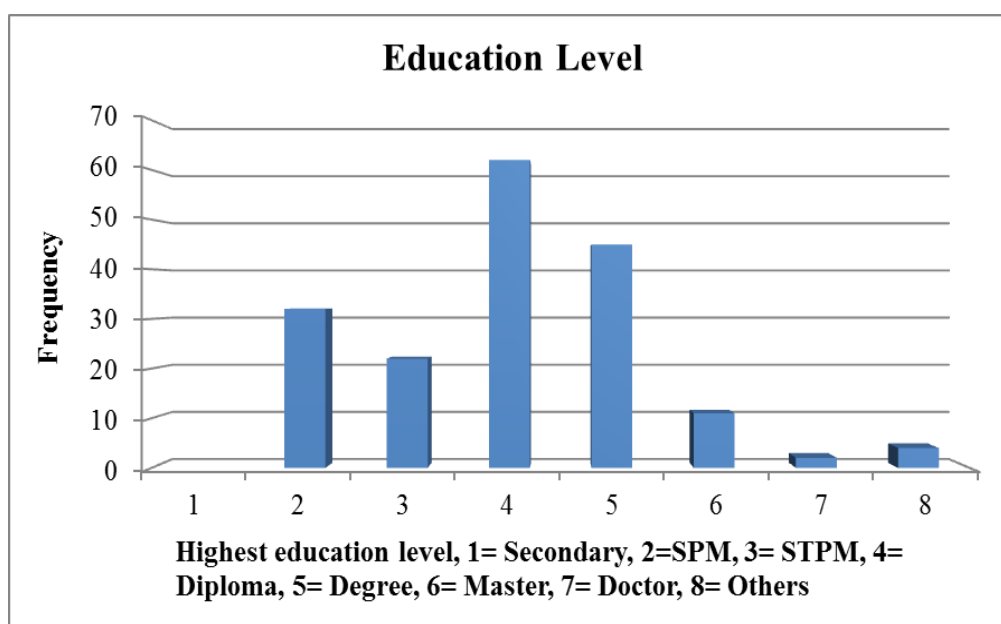
4.1.1.6 Highest Education Level

Table 4.6: Highest education level of respondents

Education Level	Frequency	Percent	Cumulative	Cumulative
			Frequency	Percent
2	32	17.98	32	17.98
3	22	12.36	54	30.34
4	62	34.83	116	65.17
5	45	25.28	161	90.45
6	11	6.18	172	96.63
7	2	1.12	174	97.75
8	4	2.25	178	100
Frequency Missing = 24				

Source: Data generated by Statistical Analysis System (SAS) version 5.1

Figure 4.6: Highest education level of respondents



Source: Data generated by Statistical Analysis System (SAS) version 5.1

Table 4.6 and Figure 4.6 above will present the highest level of respondents' education. Majority of respondents were diploma holders, 62 (34.83%) of respondents. The second highest frequency was occupied by degree holders which have 45 (25.28%) respondents. In following, there are 32 (17.98%) of respondents obtaining SPM and 22 (12.36%) of respondents obtaining STPM level. In addition, total of 11 (6.18%) respondents are master holders, whereas 4 (2.25%) respondents are from others level of education. Lastly, there are only 2 (1.12%) highest educated respondents who are the doctor. There was no respondent from secondary level of education participate in the survey.

4.1.1.7 Current Position

Table 4.7: Current position of respondents

Current Position	Frequency	Percent	Cumulative	Cumulative
			Frequency	Percent
Admin Clerk	4	2.25	4	2.25
Admin Manage	1	0.56	5	2.81
Admin Worker	2	1.12	7	3.93
Admin Worker	2	1.12	9	5.06
Admin Worker	2	1.12	11	6.18
Admin Worker	3	1.69	14	7.87
Assistant Accountant	3	1.69	17	9.55
Assistant Accountant	1	0.56	18	10.11
Assistant Bakery	1	0.56	19	10.67
Assistant Clerk	1	0.56	20	11.24
Assistant Finance	1	0.56	21	11.8
Assistant Manager	5	2.81	26	14.61
Assistant Marketing	1	0.56	27	15.17
Assistant Officer	1	0.56	28	15.73
Assistant Supervisor	1	0.56	29	16.29
Assistant Accountant	1	0.56	30	16.85
Assistant Officer	1	0.56	31	17.42
Assistant Supervisor	1	0.56	32	17.98
Barista	3	1.69	35	19.66
Barista	2	1.12	37	20.79
Bell boy	3	1.69	40	22.47

EMPLOYEES' PERCEPTIONS ON CORPORATE SOCIAL RESPONSIBILITIES AND
AFFECTIVE COMMITMENT: MODERATING EFFECT OF GENDER

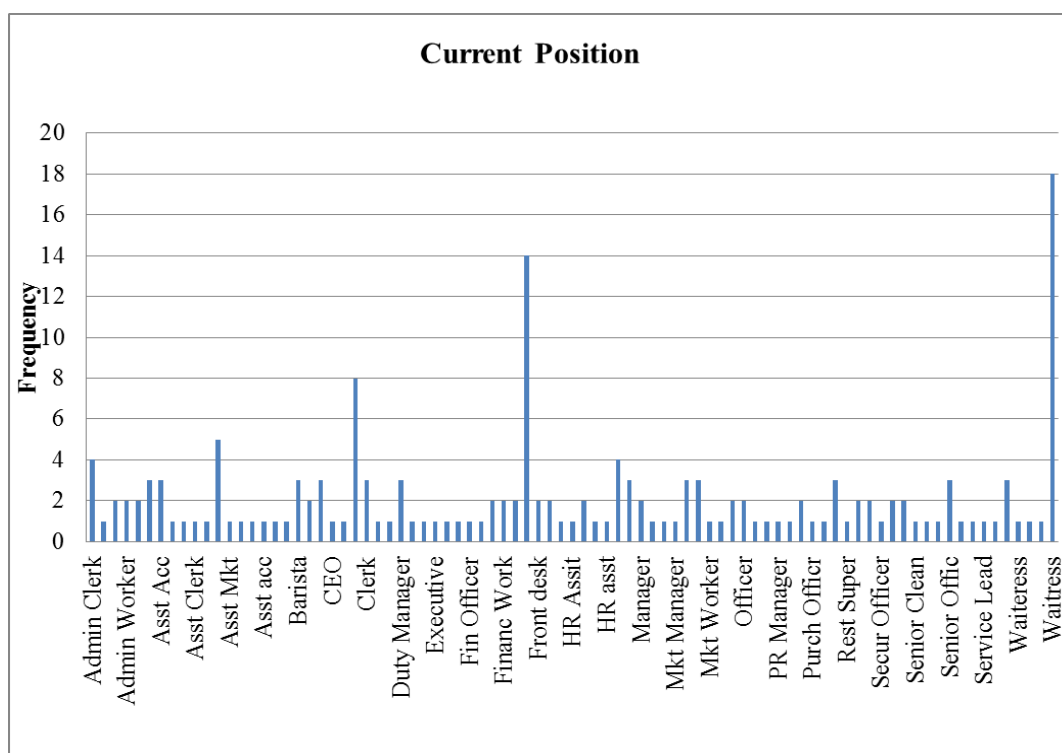
CEO	1	0.56	42	23.03
Chef	1	0.56	42	23.6
Cleaner	8	4.49	50	28.09
Clerk	3	1.69	53	29.78
Dobby Lead	1	0.56	54	30.34
Driver	1	0.56	55	30.9
Duty Manager	3	1.69	58	32.58
Executive Manager	1	0.56	59	33.15
Executive Manager	1	0.56	60	33.71
Executive	1	0.56	61	34.27
Finance Office	1	0.56	62	34.83
Finance Assistant	1	0.56	63	35.39
Finance Officer	1	0.56	64	35.96
Finance Worker	1	0.56	65	36.52
Finance Worker	2	1.12	67	37.64
Finance Worker	2	1.12	69	38.76
Front Desk	2	1.12	71	39.89
Front Desk	14	7.87	85	47.75
Front Desk	2	1.12	87	48.88
General Worker	2	1.12	89	50
General Worker	1	0.56	90	50.56
HR Assistant	1	0.56	91	51.12
HR Manager	2	1.12	93	52.25
HR Officer	1	0.56	94	52.81
HR Assistant	1	0.56	95	53.37
Head Chef	4	2.25	99	55.62
Junior Chef	3	1.69	102	57.3
Manager	2	1.12	104	58.43
Marketing Assistant	1	0.56	105	58.99
Marketing Executive	1	0.56	106	59.55
Marketing Manager	1	0.56	107	60.11
Marketing Officer	3	1.69	110	61.8
Marketing Staff	3	1.69	113	63.48
Marketing Worker	1	0.56	114	64.04
Marketing Manager	1	0.56	115	64.61
Marketing Worker	2	1.12	117	65.73
Officer	2	1.12	119	66.85
Operation Manager	1	0.56	120	67.42
Outlet Manager	1	0.56	121	67.98
PR Manager	1	0.56	122	68.54
PR Manager	1	0.56	123	69.1
Purchasing Clerk	2	1.12	125	70.22

EMPLOYEES' PERCEPTIONS ON CORPORATE SOCIAL RESPONSIBILITIES AND
AFFECTIVE COMMITMENT: MODERATING EFFECT OF GENDER

Purchasing Officer	1	0.56	126	70.79
Restaurant Manager	1	0.56	127	71.35
Restaurant Lead	3	1.69	130	73.03
Restaurant Supervisor	1	0.56	131	73.6
Sales Executive	2	1.12	133	74.72
Security Manager	2	1.12	135	75.84
Security Officer	1	0.56	136	76.4
Security	2	1.12	138	77.53
Senior Chef	2	1.12	140	78.65
Senior Cleaner	1	0.56	141	79.21
Senior Engineering	1	0.56	142	79.78
Senior Manager	1	0.56	143	80.34
Senior Officer	3	1.69	146	82.02
Senior Sales	1	0.56	147	82.58
Service Boy	1	0.56	148	83.15
Service Leader	1	0.56	249	83.71
Service Boy	1	0.56	150	84.27
Service Leader	3	1.69	153	85.96
Technician	1	0.56	154	86.52
Trainee	3	1.69	157	88.2
Waitress	1	0.56	158	88.76
Waitress	1	0.56	159	89.33
Waitress	1	0.56	160	89.89
Waitress	18	10.11	178	100
Frequency Missing = 24				

Source: Data generated by Statistical Analysis System (SAS) version 5.1

Figure 4.7: Current position of respondents



Source: Data generated by Statistical Analysis System (SAS) version 5.1

Table 4.7 and Figure 4.7 above show the current position of respondents. The highest numbers of frequency group are in between 8-18 of respondents. Their current positions are waitress, front desk, and cleaner. The second highest group having among 3-5 respondents, which are admin worker, assistant accountant, barista, bell boy, clerk, junior chef, marketing officer, marketing staff, service lead, trainee, resistant manager, head chef, and assistant manager. The lowest number frequency was in between 1-2 of respondent(s). They are assistant bakery, assistant clerk, assistant finance, assistant officer, assistant supervisor, CEO, doobby lead, driver, executive manager, finance officer and workers, human resource officer and workers, marketing staff, operation manager, outlet manager, public relation manager, purchasing clerks and officer, security officers and securities, sales executive, senior chef, senior engineering, senior officer senior manager, senior sales, service boys, and technician.

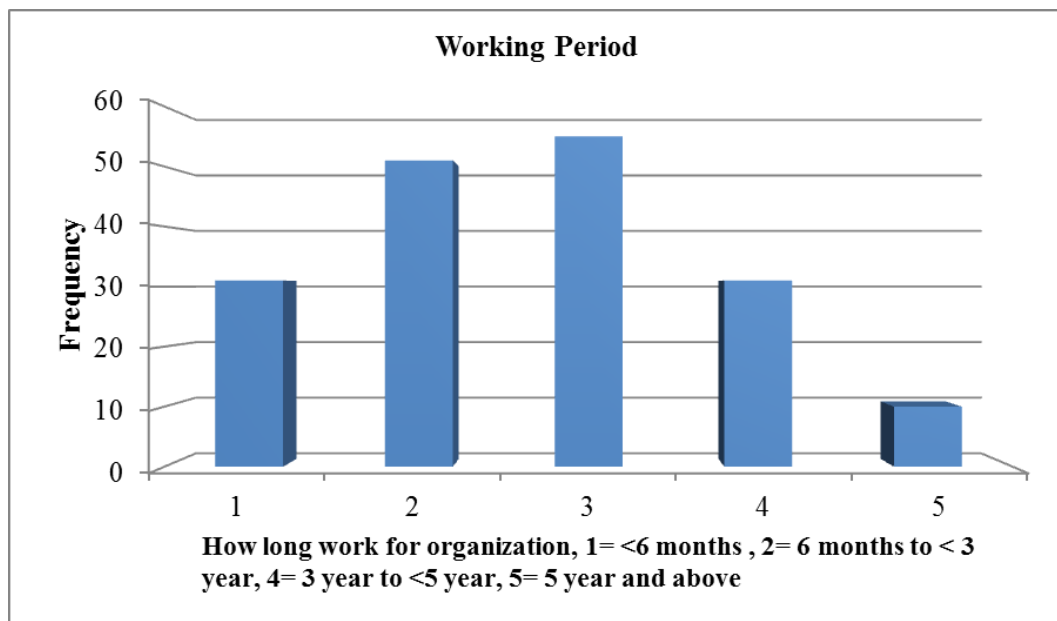
4.1.1.8 Working Period

Table 4.8: Working period of respondents

Working Period	Frequency	Percent	Cumulative	Cumulative
			Frequency	Percent
1	31	17.42	31	17.42
2	51	28.65	82	46.07
3	55	30.9	137	76.97
4	31	17.42	168	94.38
5	10	5.62	178	100
Frequency Missing = 24				

Source: Data generated by Statistical Analysis System (SAS) version 5.1

Figure 4.8: Working period of respondents



Source: Data generated by Statistical Analysis System (SAS) version 5.1

Table 4.8 and Figure 4.8 above show the working period of respondents. According to the results, it showed that 55 (30.90%) of respondents are experienced 1 year to less than 3 years long in their workplace. The second highest percentage of respondents working period was 6 months to less than 1 year, consisted of 51 (28.65%) respondents. In the following, two

out of five working period groups are sharing the same number of frequency. It was 31 (17.42%) respondents which categorized in groups less than 6 months and 3 years and less than 5 years. However, the lowest of 10 (5.62%) respondents are worked for 5 years and above in their company.

4.1.2 Central Tendencies Measurement of Constructs

In order to show the value of mean and standard deviation and median, we conducted the measurement of central tendencies. A total of 30 questions in the questionnaire were measured with the usage of 5 point interval scale through the software SAS system version 5.1.

4.1.2.1 Economic responsibilities

Table 4.9: Statistics of Economic Responsibilities

	Items	Mean	Median	Standard Deviation	Mean Ranking	Standard Deviation Ranking
1	We have been successful at maximizing our profit.	4.13	4.00	0.64	3	2
2	We strive to lower our operating costs.	4.00	4.00	0.73	5	1
3	We closely monitor employees' productivity.	3.95	4.00	0.59	6	4

4	Top management established long-term strategies for better operations.	4.10	4.00	0.60	4	3
5	Our company supports employees who want to acquire additional education.	4.18	4.00	0.46	1	6
6	The managerial decisions related with the employees are usually fair.	4.14	4.00	0.54	2	5

N: 200

Source: Source: Data generated by Statistical Analysis System (SAS) version 5.1

Refer to table 4.9, it is shown that the participants of our research responded to 6 questions regarding economic responsibilities. The statement “Our company supports employees who want to acquire additional education” shown the highest mean of 4.18 but also the lowest standard deviation of 0.46.

The statement “We closely monitor employees’ productivity” had the lowest mean of 3.95. But, the statement “We strive to lower our operating costs” had the highest standard deviation of 0.73.

4.1.2.2 Legal responsibilities

Table 4.10: Statistics of Legal Responsibilities

	Items	Mean	Median	Standard Deviation	Mean Ranking	Standard Deviation Ranking
1	All our products meet legal standards.	4.06	4.00	0.60	3.5	3
2	Our contractual obligations are always honored.	4.11	4.00	0.62	1	1
3	The managers of this organization try to comply with the law.	3.96	4.00	0.55	5	5
4	Our company seeks to comply with all laws regulating hiring and employee benefits.	4.09	4.00	0.61	2	2.5

5	We have programs that encourage the diversity of our workforce (in terms of age, gender, or race).	4.06	4.00	0.61	3.5	2.5
6	Internal policies prevent discrimination in employees' compensation and promotion.	4.00	4.00	0.58	4	4

N: 200

Source: Source: Data generated by Statistical Analysis System (SAS) version 5.1

Refer to table 4.10, respondents answered to another 6 questions of legal responsibilities of CSR. The highest values of both mean and standard deviation of 4.11 and 0.62 respectively belonged to the statement “Our contractual obligations are always honored”. While, the lowest values of both mean and standard deviation of 3.96 and 0.55 respectively belonged to statement “The managers of this organization try to comply with the law.”

4.1.2.3 Ethical responsibilities

Table 4.11: Statistics of Ethical Responsibilities

	Items	Mean	Median	Standard Deviation	Mean Ranking	Standard Deviation Ranking
1	Our business has a comprehensive code of conduct.	3.90	4.00	0.61	5	3
2	We are recognized as a trustworthy company.	3.99	4.00	0.56	3	4
3	Fairness toward co-workers and business partners is an integral part of the employee evaluation process.	4.04	4.00	0.69	2	1.5
4	A confidential procedure is in place for employees to report any misconduct at work.	4.15	4.00	0.69	1	1.5

5	Our salespersons and employees are required to provide full and accurate information to all customers.	3.95	4/00	0.64	4	2
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N: 200

Source: Source: Data generated by Statistical Analysis System (SAS) version 5.1

In table 4.11, respondents would answer to only 5 questions regarding ethical responsibilities from CSR. The statement with the highest mean of 4.15 belonged to “A confidential procedure is in place for employees to report any misconduct at work” and it also shared the highest standard deviation ranking of 0.69 together with statement “Fairness toward co-workers and business partners is an integral part of the employee evaluation process.”

As for the lowest mean ranking, statement “Our business has a comprehensive code of conduct” had value of 3.90 while statement “We are recognized as a trustworthy company” has the lowest standard deviation ranking.

4.1.2.4 Philanthropic responsibilities

Table 4.12: Statistics of Philanthropic Responsibilities

	Items	Mean	Median	Standard Deviation	Mean Ranking	Standard Deviation
--	-------	------	--------	--------------------	--------------	--------------------

						Ranking
1	Our business supports employees who acquire additional education.	3.87	4.00	0.58	4	3
2	Flexible company policies enable employees to better coordinate work and personal life.	3.85	4.00	0.53	5	5
3	Our business gives adequate contributions to charities.	3.93	4.00	0.66	3	1
4	A program is in place to reduce the amount of energy and materials wasted in our business.	4.02	4.00	0.63	1	2

5	We encourage partnerships with local businesses and schools.	3.94	4.00	0.56	2	4
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N: 200

Source: Source: Data generated by Statistical Analysis System (SAS) version 5.1

The table 4.12 showed 5 questions regarding philanthropic responsibilities that respondents must answer. The statement with highest mean value of 4.02 would be “A program is in place to reduce the amount of energy and materials wasted in our business” while the highest standard deviation of 0.66 value belonged to “Our business gives adequate contributions to charities.”

The lowest mean value of 3.85 and standard deviation of 0.53 both belonged to statement “Flexible company policies enable employees to better coordinate work and personal life.”

4.1.2.5 Affective commitment

Table 4.13: Statistics of Affective Commitment

	Items	Mean	Median	Standard Deviation	Mean Ranking	Standard Deviation Ranking
1	I would be very happy to spend the rest of my career with this organization.	4.09	4.00	0.57	2	6

2	I enjoy discussing my organization with the people outside it.	4.02	4.00	0.52	3	8
3	I really feel as if this organization's problems are my own.	4.12	4.00	0.54	1	7
4	I think that I could easily become as attached to another organization as I am to this one (R).	3.44	4.00	1.01	6.5	4
5	I do not feel like 'part of the family' at my organization (R).	3.44	4.00	0.99	6.5	5
6	I do not feel 'emotionally attached' to this organization (R).	3.21	4.00	1.14	7	1

7	This organization has a great deal of personal meaning for me.	3.45	4.00	1.13	5	2
8	I do not feel a strong sense of belonging to my organization (R)	3.55	4.00	1.07	4	3

N: 200

Source: Source: Data generated by Statistical Analysis System (SAS) version 5.1

According to table 4.13, 8 statements were used in questionnaire to question respondents about their affective commitment.

The statement of “I really feel as if this organization’s problems are my own” had the highest value mean of 4.12 while the statement of “I do not feel ‘emotionally attached’ to this organization (R)” had the highest value of standard deviation 1.14.

The lowest value mean of 3.21 also belonged to statement “I do not feel ‘emotionally attached’ to this organization (R).” Then, the lowest value standard deviation of 0.52 belonged to statement “I enjoy discussing my organization with the people outside it.”

4.2 Scale Measurement

In our study, the questionnaires will be using ordinal, nominal, ratio and interval scales of measurement. In section A, question 1, 3, 4 and 7 employed nominal scale. The scale is used to question gender, race, marital status and the current job position of the respondent. While, ordinal scale is used in question 6 in section A to question the respondent's highest education level. The ratio scale is being used in question 2, 5 and 8 in Section A to question respondent's age, monthly income range and also period of working in the organization.

After that, we have incorporated interval scale in terms of five-point Likert scale in the questionnaire under section B and C to examine the relationship of the four dimensions of corporate social responsibilities with the affective commitment on tourism or hotel employees. Respondents can answer according to their preferences using Likert scale. The range of answers that respondents can select is rated from 1: "Strongly Disagree" (SD), 2: "Disagree" (D), 3: "Neutral" (N), 4: "Agree" (A), to 5: "Strongly Agree" (SA). If there were cases of missing data, 99 would be put into our data.

4.2.1 Reliability Test

The reliability test is carried out to check the extent to which the measurement scales are free from error. Cronbach's alpha is known as coefficient alpha (α) which shows the results of the significance correlation of the items to one another. It is preferred that the Cronbach's alpha is within the range of 0.6 and 1. Thus, this will show high internal consistency reliability (Sekaran & Bougie, 2013).

Table 4.14: Reliability Test

Coefficient Alpha (α)	Level of Reliability
0.80 to 0.95	Very good reliability
0.70 to 0.80	Good Reliability
0.60 to 0.70	Fair Reliability
< 0.60	Poor Reliability

Source: Sekaran, U., & Bougie, R. (2013). Research methods for business: a skill building approach (6th ed.). Chichester, West Sussex: John Wiley & Sons, Inc., (page229).

Table 4.15: Reliability Test of Full Study

Variables		No. of Items	Cronbach's Alpha		Results of Reliability
			Pilot Study (N = 30)	Full Study (N= 200)	
Dependent Variable	Affective Commitment	8	0.911489	0.909035	Very Good
Independent Variable	Economic Responsibilities	6	0.632184	0.650018	Fair
	Legal	6			Fair

	Responsibilities		0.645879	0.714908	
	Ethical Responsibilities	5	0.601994	0.713690	Fair
	Philanthropic Responsibilities	5	0.604136	0.703986	Fair

Source: Data generated through SAS Enterprise Guide Ver. 5.1

Firstly, the dependent variable which is affective commitment showed a very good situation of level of internal consistency. All the 8 items measured in the dependent variable shown Cronbach's coefficient alpha of 0.911489 in pilot study while decreased to 0.909035 in full study.

Secondly, our independent variable has 4 dimension which shown altogether fairly Cronbach's coefficient alpha.

The first dimension (economic responsibilities) which measured 6 items had shown coefficient alpha of 0.632184 in pilot study while increased slightly to 0.650018 in full study.

The second dimension (legal responsibilities) which measured 6 items too had shown coefficient alpha of 0.645879 in pilot study and then, increased to 0.714908 in full study. This would adjust the range of reliability to fair. The third dimension (ethical responsibilities) which measured 5 items had shown coefficient alpha of 0.601994 in pilot study while increased to

0.713690 in full study. Both values would again adjust the range of reliability to being fair.

The fourth dimension (philanthropic responsibilities) that measured 5 items as well had shown coefficient alpha values of 0.604136 in pilot study and an increment to 0.703986 in full study. The alpha value would again be adjusting to fair reliability and consistency.

We can conclude that the general reliability of our independent and dependent variables in our study are acceptable as all the variables had more than 0.60 Cronbach's coefficient alpha.

4.3 Inferential Analysis

4.3.1 Pearson Correlation Coefficient

According to Sekaran and Bougie (2012), Pearson Correlation Coefficient will demonstrate the direction, strength and significance relationship between all variables that were measured on interval or ratio level.

Table 4.16 Rules of Thumb about Pearson Correlation Coefficient Size

Coefficient Range	Strength of Association
± 0.91 to ± 1.00	Very Strong
± 0.71 to ± 0.90	High
± 0.41 to ± 0.70	Moderate
± 0.21 to ± 0.40	Small but definite relationship
± 0.00 to ± 0.20	Slight, almost negligible

Source: Hair, Jr., Money, A. H., Samouel, P., and Page, M. (2007).

Research methods for business. West Sussex; John Wiley Sons,
Inc.

Table 4.17: Correlations between Corporate Social Responsibility and
Affective Commitment

		Corporate Social Responsibility	Affective Commitment
Corporate Social Responsibility	Pearson Correlation	1	0.84550
	Significant (P-Value)		< 0.0001
	N	200	200
Affective Commitment	Pearson Correlation	0.84550	1
	Significant (P-Value)	< 0.0001	
	N	200	200

Source: Data generated by Statistical Analysis System (SAS) version 5.1

Hypothesis 1

H_0 : There is no significant relationship between employees' perceptions on corporate social responsibility and affective commitment.

H_1 : There is a significant relationship between employees' perceptions on corporate social responsibility and affective commitment.

Direction

Based on the table 4.17, there is a positive relationship between corporate social responsibility and affective commitment in view of the correlation coefficient is positive value. The corporate social responsibility variable has 0.84550 correlations with the affective commitment. As a result, when

corporate social responsibility increases, affective commitment will increase.

Strength

The correlation coefficient value of 0.84550 is fall under the correlation range from ± 0.71 to ± 0.90 and this indicates that the relationship is high between corporate social responsibility and affective commitment.

Significance

The result shows that there a significant relationship among corporate social responsibility and affective commitment. The reason is that p-value (< 0.0001) is less than alpha value 0.05. Therefore, H_0 will be rejected whereas H_1 is accepted.

Table 4.18: Correlations between Economic Responsibilities and Affective Commitment

		Economic Responsibilities	Affective Commitment
Economic Responsibilities	Pearson Correlation	1	0.82642
	Significant (P-Value)		< 0.0001
	N	200	200
Affective Commitment	Pearson Correlation	0. 82642	1
	Significant (P-Value)	< 0.0001	
	N	200	200

Source: Data generated by Statistical Analysis System (SAS) version 5.1

Hypothesis 2

H_0 : There is no significant relationship between employees' perceptions on economic responsibilities and affective commitment.

H_1 : There is a significant relationship between employees' perceptions on economic responsibilities and affective commitment.

Direction

Based on the table 4.18, there is a positive relationship between economic responsibilities and affective commitment in view of the correlation coefficient is positive value. The economic responsibilities variable has 0.82642 correlations with the affective commitment. As a result, when economic responsibilities increase, affective commitment will increase.

Strength

The correlation coefficient value of 0.82642 is fall under the correlation range from ± 0.71 to ± 0.90 and this indicates that the relationship is high between economic responsibilities and affective commitment.

Significance

The result shows that there a significant relationship among economic responsibilities and affective commitment. The reason is that p-value (< 0.0001) is less than alpha value 0.05. Therefore, H_0 will be rejected whereas H_1 is accepted.

Table 4.19: Correlations between Legal Responsibilities and Affective
Commitment

		Legal Responsibilities	Affective Commitment
Legal Responsibilities	Pearson Correlation	1	0.66641
	Significant (P-Value)		< 0.0001
	N	200	200
Affective Commitment	Pearson Correlation	0. 66641	1
	Significant (P- Value)	< 0.0001	
	N	200	200

Source: Data generated by Statistical Analysis System (SAS) version 5.1

Hypothesis 3

H_0 : There is no significant relationship between employees' perceptions
on legal responsibilities and affective commitment.

H_1 : There is a significant relationship between employees' perceptions on
legal responsibilities and affective commitment.

Direction

Referring to the table 4.19, there is a positive relationship between legal responsibilities and affective commitment in view of the correlation coefficient is positive value. The legal responsibilities variable has 0.66641 correlations with the affective commitment. As a result, when legal responsibilities increase, affective commitment will increase.

Strength

The correlation coefficient value of 0.66641 is fall under the correlation range from ± 0.41 to ± 0.70 and this indicates that the relationship is moderate between legal responsibilities and affective commitment.

Significance

The result shows that there a significant relationship among legal responsibilities and affective commitment. It is reasoned that the p-value (< 0.0001) is less than alpha value 0.05. Therefore, H0 will be rejected whereas H1 is accepted.

Table 4.20: Correlations between Ethical Responsibilities and Affective
Commitment

		Ethical Responsibilities	Affective Commitment
Ethical Responsibilities	Pearson Correlation	1	0.53598
	Significant (P-Value)		< 0.0001
	N	200	200
Affective Commitment	Pearson Correlation	0.53598	1
	Significant (P-Value)	< 0.0001	
	N	200	200

Source: Data generated by Statistical Analysis System (SAS) version 5.1

Hypothesis 4

H_0 : There is no significant relationship between employees' perceptions
on ethical responsibilities and affective commitment.

H_1 : There is a significant relationship between employees' perceptions on
ethical responsibilities and affective commitment.

Direction

Referring to the table 4.20, there is a positive relationship between ethical responsibilities and affective commitment in view of the correlation coefficient is positive value. The ethical responsibilities variable has 0.53598 correlations with the affective commitment. As a result, when ethical responsibilities increase, affective commitment will increase.

Strength

The correlation coefficient value of 0.53598 is fall under the correlation range from ± 0.41 to ± 0.70 and this indicates that the relationship is moderate between ethical responsibilities and affective commitment.

Significance

The result shows that there a significant relationship among ethical responsibilities and affective commitment. It is explained with p-value (< 0.0001) being less than alpha value 0.05. Therefore, H_0 will be rejected whereas H_1 is accepted.

Table 4.21: Correlations between Philanthropic Responsibilities and
Affective Commitment

		Philanthropic Responsibilities	Affective Commitment
Philanthropic Responsibilities	Pearson Correlation	1	0.49942
	Significant (P-Value)		< 0.0001
	N	200	200
Affective Commitment	Pearson Correlation	0.49942	1
	Significant (P-Value)	< 0.0001	
	N	200	200

Source: Data generated by Statistical Analysis System (SAS) version 5.1

Hypothesis 5

H_0 : There is no significant relationship between employees' perceptions
on philanthropic responsibilities and affective commitment.

H_1 : There is a significant relationship between employees' perceptions on
philanthropic responsibilities and affective commitment.

Direction

Referring to the table 4.21, there is a positive relationship between philanthropic responsibilities and affective commitment in view of the correlation coefficient is positive value. The philanthropic responsibilities variable has 0.49942 correlations with the affective commitment. As a result, when philanthropic responsibilities increase, affective commitment will increase.

Strength

The correlation coefficient value of 0.49942 is fall under the correlation range from ± 0.41 to ± 0.70 and this indicates that the relationship is moderate between philanthropic responsibilities and affective commitment.

Significance

The result shows that there a significant relationship among philanthropic responsibilities and affective commitment. The reason is that p-value (< 0.0001) is less than alpha value 0.05. Therefore, H_0 will be rejected whereas H_1 is accepted.

4.3.2 Multiple Linear Regression Analysis

4.3.2.1 Moderating Effect of Gender

Table 4.22: Analysis of Variance

Analysis of Variance					
Source	DF	Sum of Squares	Mean Square	F Value	Pr>F
Model	5	3061.68925	612.85369	35.56	<.0001
Error	194	3346.31075	17.23573		
Corrected Total	199	6408			

Source: Data generated by Statistical Analysis System (SAS) version 5.1

Regarding to the result of table 4.22, p-value (<0.0001) is less than alpha value 0.01. The F-statistic is significant. The model for this study is a best fit descriptor of the relation between the dependent and analyst variables. Thus, the independent variables (corporate social responsibilities) are significant explain that variance in affective commitment. The alternative assumption is reinforced by the data.

Table 4.23: Model Summary of R square

Root MSE	4.15159	R-Square	0.4782
Dependent Mean	29.3	Adj R-Sq	0.4647
Coeff Var	14.16926		

Source: Data generated by Statistical Analysis System (SAS) version 5.1

R square

R square displays that proportion of the independent variables to illuminate dependent variable's variations. Independent variables (corporate social responsibilities) can explain 47.82% of the differences in dependent variable (affective commitment) in our research. Nonetheless, 52.18% (100% - 47.82%) is balance which is unsolved in our study and which means that other vital additional variables in clarifying affective commitment that have not be present considered in our study. This means that there are still other crucial variables for explaining affective commitment.

Table 4.24: Parameter Estimates

Parameter Estimates					
Variable	DF	r	d	t Value	Pr > t
		Estimate	Error		
Intercept	1	27.97143	0.49621	56.37	<.0001
Economic * Gender (Dummies)	1	7.62958	1.42142	5.37	<.0001
Legal * Gender (Dummies)	1	3.92765	1.18608	3.31	0.0011
Ethical * Gender (Dummies)	1	3.35951	0.93933	3.58	0.0004
Phylantropic * Gender (Dummies)	1	1.58367	1.02303	1.55	0.1232
Gender (Dummies)	1	-65.2881	5.36467	-12.17	<.0001

Source: Data generated by Statistical Analysis System (SAS)
version 5.1

Gender Dummies is about our Gender (moderator) is non-metric (nominal scale), due to SAS is not supported directly test on moderator, so that in this study need to reverse Gender from non-metric to metric for fits to using Multiple Linear Regression to run the significant test. Query Builder task allowed us to rename or recode data value shortening or numeric codes for a couple of handy purposes, for instance: to retile data abbreviations to somewhat simple by usual typical human (for example,

we able to set a gender identifier of 1 to appears as Female)(SAS® *FOR DUMMIES*®, 2015).

Hypothesis 6:

H_0 : Gender does not moderate the relationship between economic responsibilities and affective commitment.

H_1 : Gender moderates the relationship between economic responsibilities and affective commitment.

According to the table above, Gender moderating effect on affective commitment in relation with the economic responsibilities since the p-value <0.0001 is less than the alpha value 0.05. Thus, alternate hypothesis is accepted and the null hypothesis is rejected.

Hypothesis 7:

H_0 : Gender does not moderate the relationship between legal responsibilities and affective commitment.

H_1 : Gender moderates the relationship between legal responsibilities and affective commitment.

Furthermore, the relationship between legal responsibilities and effective commitment are moderating by gender. The explanation to this is that the p-value 0.0011 is less than the alpha value 0.05. Thus, alternate hypothesis of H7 also supported and null hypothesis is rejected.

Hypothesis 8:

H_0 : Gender does not moderate the relationship between ethical responsibilities and affective commitment.

H_1 : Gender moderates the relationship between ethical responsibilities and affective commitment.

Besides, the p-value for H8 is 0.0004; this is also less than alpha value 0.05. So, means that Gender do have the moderating effect on affective commitment in relation with the ethical responsibilities. Thus, alternate hypothesis supported and null hypothesis is rejected.

Hypothesis 9:

H_0 : Gender does not moderate the relationship between philanthropic responsibilities and affective commitment.

H_1 : Gender moderates the relationship between philanthropic responsibilities and affective commitment.

Based on the table above, Gender does not have the moderating effect on affective commitment in relation with the philanthropic responsibilities since the p-value 0.1232 is more than the alpha value 0.05. Thus, alternate hypothesis is not held.

4.3.2.2 Interpretation for Parameter Estimation

The top preform to the variation of dependent variable (Affective Commitment) is Economic Responsibilities (Dimension of Corporate Social Responsibilities) due to the reading of “Parameter Estimate”

showed in Table 4.24 is the biggest (7.62958) if associate to other dimensions (Legal Responsibilities, Ethical Responsibilities and Philanthropic Responsibilities). It showed that Economic Responsibilities has the sturdiest exclusive contribution to describe the variation of Gender in affective commitment as compared to other variable in this model.

Legal Responsibilities (Dimension of Corporate Social Responsibilities) is the second highest to the variation of the dependent variable (Affective Commitment) because of the reading of "Parameter Estimate" showed in Table 4.24 is the second biggest (3.92765) if associate to other dimensions (Economic Responsibilities, Ethical Responsibilities and Philanthropic Responsibilities). It showed that Legal Responsibilities has the sturdiest exclusive contribution to describe the variation of Gender in affective commitment as compared to other variable in this model.

The third highest to the variation of the dependent variable (Affective Commitment) is Ethical Responsibilities (Dimension of Corporate Social Responsibilities) due to the reading of "Parameter Estimate" showed in Table 4.24 is the third largest (3.35951) if associate to other dimensions (Economic Responsibilities, Legal Responsibilities and Philanthropic Responsibilities). It showed that Ethical Responsibilities has the accountability contribution to describe the variation of Gender in affective commitment as compared to other variable in this model.

Philanthropic Responsibilities (Dimension of Corporate Social Responsibilities) contributes the lowest to the variation of the dependent variable (Affective Commitment) because the reading of "Parameter Estimate" showed in Table 4.24 is the lowest (1.58367) if compared to other dimensions (Economic Responsibilities, Legal Responsibilities and Ethical Responsibilities). This means that Philanthropic Responsibilities makes the lowest contribution to explain the variation of the Affective Commitment as compared to other variable in this model.

4.4 Conclusion

Beginning of chapter 4, the information of respondent' demographic were analyzed and summarized into the form of tables, pie chart and figures. Furthermore, the reliability of the statement of the variables is measured by using internal reliability test. Besides that, to analyze the association between the dependent and independent variables, Pearson correlation is used. In a nutshell, we will summarize the collected data and interpret the Data generated by Statistical Analysis System (SAS). The end result will be procedure in coming chapter to discuss and conclude the whole research.

Chapter 5: DISCUSSION AND CONCLUSION

5.0 Introduction

In this chapter, that will be a further discuss about the research results and determine whether the hypothesis is supported by the details of given data. Firstly, the descriptive analysis and inferential analysis will be summarized. Next, we will discuss about our major findings. Besides, the implication of study and limitations of the study will cover in this chapter. In the following, researchers will carry out the recommendations for future study. Last is the overall conclusion for this research study.

5.1 Summary of Statistical Analysis

5.1.1 Descriptive Analysis

Regarding to chapter four, the demographic analysis we done in descriptive analysis is implemented to design a data and graph to illustrate the results of respondent in this research. All of the data are obtained from respondent demographic profile in section A of the questionnaire. Below are the results of frequency analysis. First, out of 200 respondents in the gender shows that majority 130 (65%) of female respondents participated in the survey. While the remaining of 70 (35%) are male respondents. For the age, majority of the respondents are from range 25-27 years old. The least respondents participated in survey are from range 33-57 years old. For demographic factor of race, 83 (46.63%) of respondents are Chinese, 60 (33.70%) are Malay, 26 (14.61%) are Indian, and 9 (5.06%) are others. For the marital status, total of 109 (61.24%) of respondents are married while 69 (38.76%) are single. For the monthly income, the higher of frequency which is 80 (44.94%) are salaried between RM 1501-RM 2500.

However, the least of respondent are form monthly income group is more than RM 4501. For the highest education level, 62 (34.83%) are diploma holders, 45 (25.28%) are degree holders, 32 (17.98%) are SPM level, 22 (12.36%) are STPM level, 11 (6.18%) are master holders, 4 (2.25%) are others, and only 2 (1.12%) are doctors. For the current position, most of the respondents involved are 18 (10.11%) of waitress. The lowest of respondents are 1 (0.65%) from position such as various assistant and managerial positions. For the working period, most of the respondents are worked for 1 year to less than 3 years which involved 30.90% and 55 of respondents. In contrast, the least respondents are categorized in 5 years and above involved 10 respondents (5.62%).

5.1.2 Central Tendencies Measurement of Constructs

Table 5.1: Summary of Central Tendencies Measurement

Variables	Mean		Standard Deviation	
	Lowest	Highest	Lowest	Highest
1) Economic Responsibilities (Refer Table 4.9)	3.95 Q.6	4.18 Q.5	0.46 Q.5	0.73 Q.2
2) Legal Responsibilities (Refer Table 4.10)	3.96 Q.3	4.11 Q.2	0.55 Q.3	0.62 Q.2
3) Ethical Responsibilities (Refer Table 4.11)	3.90 Q.1	4.15 Q.4	0.56 Q.2	0.69 Q.4 and Q.3
4) Philanthropic Responsibilities (Refer Table 4.12)	3.85 Q.2	4.02 Q.4	0.53 Q.2	0.66 Q.3
5) Affective Commitment (Refer Table 4.13)	3.21 Q.6	4.12 Q.3	0.52 Q.2	1.14 Q.6

*Q = Question from questionnaire

Source: Developed for the research

According to the results generated by the SAS Enterprise System version 5.1, the mean of all items is between the range of 3.21 and 4.18. As for the standard deviation, the range is between 0.46 and 1.14.

5.1.3 Scale Measurement

In our study, we used the Cronbach's Coefficient Alpha to test on the internal consistency of the result which involved the dimensions of our independent variable (corporate social responsibility). The four dimensions had included economic, legal, ethical and philanthropic responsibilities.

The dimension which got the highest reliability for pilot study is legal responsibilities at value 0.645879. The dimension that got the highest reliability for full study is also legal responsibilities at value 0.714908.

The dimension with the lowest reliability for pilot study is ethical responsibilities at the value of 0.601994 while for the full study are economic responsibilities at the value of 0.650018.

5.1.4 Inferential Analysis

5.1.4.1 Pearson's Correlation Coefficient

According to the Pearson test, results showed that significant relationships occurred among corporate social responsibility (economic, legal, ethical and philanthropic) to the dependent variable which is affective commitment. The correlation coefficient value for the corporate social responsibility and economic is high which consists of 0.84550 and 0.82642 respectively because it fall under the range of 0.71 to ± 0.90 . Whereas, for legal, ethical and philanthropic are moderate relationship due to they are fall under the range of 0.41 to ± 0.70 and the significant values are 0.66641, 0.53598 and 0.49942 respectively.

5.1.4.2 Multiple Linear Regression Analysis

According to the result of multiple linear regression analysis obtained from previous part, which is refer to Table 4.22, 47.78% of the variation in CSR is explained by Affective Commitment. But 52.22% still leaves in the study. Economic Responsibilities, Legal Responsibility and Ethical Responsibilities are significant to the predict dependent variable. This means that, Gender have moderate the mentioned three responsibilities towards affective commitment.

On the other hands, the model is significant at the p-value (<0.0001) is less than alpha value 0.01. Thus, the F-statistic is significant. It indicates that this model is a good descriptor of the relation between CSR and Affective Commitment. Nonetheless, Economic Responsibilities is the dimensions which score the highest variation of the dependent variable as the significance of "Parameter Estimate" is the largest (7.36118) compared to others variables. Besides that, Legal Responsibilities has contributed to the variation of the dependent variables which is 3.65548. The subsequent is Ethical Responsibilities, its contributed 3.07295 to the variation of the Affective Commitment. Last one follow by Philanthropic, which is 0.29964 if compared to other dimensions.

5.2 Discussion of Major Findings

Table 5.2: Summary of the Results of Hypotheses Testing

No.	Hypothesis	Result
1.	There is a significant relationship between employees' perceptions on corporate social responsibility and affective commitment.	$\beta = 0.84550$ $P < 0.001$ Accepted
2.	There is a significant relationship between employees' perception on economic responsibilities and affective commitment.	$\beta = 0.82642$ $P < 0.001$ Accepted
3.	There is a significant relationship between employees' perceptions on legal responsibilities and affective commitment.	$\beta = 0.66641$ $P < 0.001$ Accepted
4.	There is a significant relationship between employees' perceptions on ethical responsibilities and affective commitment.	$\beta = 0.53598$ $P < 0.001$ Accepted
5.	There is a significant relationship between employees' perceptions on philanthropic responsibilities and affective commitment.	$\beta = 0.49942$ $P < 0.001$ Accepted
6.	Gender moderates the relationship between economic responsibilities and affective commitment.	$P = 0.0001$ $P < 0.05$ Accepted
7.	Gender moderates the relationship between legal responsibilities and affective commitment.	$P = 0.0011$ $P < 0.05$ Accepted
8.	Gender moderates the relationship between ethical responsibilities and affective commitment.	$P = 0.0004$ $P < 0.05$ Accepted
9.	Gender moderates the relationship between philanthropic responsibilities and affective commitment.	$P = 0.1232$ $P > 0.05$ Rejected

Source: Developed for the research

5.2.1 Relationship between Economic Responsibilities and Affective Commitment

Hypothesis 2:

H_1 : There is a significant relationship between economic responsibilities and affective commitment.

From the outcome that generated in Pearson Correlation analysis, we can figure out that there is a notable relationship between economic responsibilities and affective commitment, with a high correlation of 0.82642, which falls in the range between ± 0.71 to ± 0.90 as stated above in the table 4.16. This result shows that there is a positive relationship between employees' perception on economic responsibilities and affective commitment.

According to Isabelle Maignan & O.C. Ferrell, (2000), their study shows that there is a significant relationship between economic responsibilities and affective commitment, which is in consistent with our research. Besides that, according to the studies of the past researchers, Belal Uddin, Riad Hassan and Tarique (2008), they have also mentioned in their research that economic responsibilities are positively related to affective commitment. Moreover, another study had conducted by Sahar Futa (2013) to examine the relationship between social responsibility and also organizational citizenship behaviour. The study shows that economic dimension and organizational citizenship behaviour are interrelated.

In conclusion, if the organizations have high involvement in economic responsibility, the employees will have higher affective commitment towards the organizations. On the other hand, if organization is less likely to involve in economic responsibilities, employees might feel disappointed on the organization's performance and no longer committed to the organization.

5.2.2 Relationship between Legal Responsibilities and Affective commitment

Hypothesis 3:

H_1 : There is a significant relationship between legal responsibilities and affective commitment.

Based on the results we get from Pearson Correlation analysis, legal responsibilities has a correlation of 0.66641. When referring back to the Rules of Thumb about Pearson Correlation Coefficient size, the correlation that falls between the ranges of ± 0.41 to ± 0.70 shows there is a moderate relationship between independent variable and dependent variable.

According to the past researcher, Ibid (n.d) (as cited in Bagdi, 2014), it shows that if the organization is highly involved in the legal responsibilities, it will directly affect the productivity and competitiveness of the organization because employees are committed and became loyal to the organization. A study conducted by Sahar Futa (2013) also support that there is a positive relationship between legal dimension and citizenship behaviour. Hsieh and Chan (2012) had also conducted a similar study and proved that legal dimension is positively interrelated to employees' job satisfaction and employees' job satisfaction is positively related to affective commitment. Hence, we can determine that legal responsibilities will have direct influence towards affective commitment as their effort has meet the social needs of employees.

In the nutshell, when organizations are actively involved in legal responsibilities, employees will have high satisfaction on the company's performance and lead to higher affective commitment towards the organization and vice versa.

5.2.3 Relationship between Ethical Responsibilities and Affective Commitment

Hypothesis 4:

H_1 : There is a significant relationship between ethical responsibilities and affective commitment.

Based on the results generated through Pearson Correlation Test, it indicates that there is a modest relationship between ethical responsibilities and affective commitment as the correlation shows 0.53598 which falls between the ranges of ± 0.41 to ± 0.70 . Hence, we can indicate that the independent variables will still have a moderate impact on the dependent variable.

Choi and Yu (2014), has found out that ethical responsibilities is directly interconnected with affective commitment based on the results they collected from 175 respondents. Their findings proved that employees are readily to stay with organizations that participate in corporate social responsibilities. When the company performed ethical responsibilities, employees will feel that they are being taken as part of the company. Hence, employees that work in such company that stressed on CSR will prefer to be more committed and stay longer with the organizations (Stawiski et. al., 2010).

Besides that, according to Hsieh and Chan (2012), they had carried out a study to examine the relationship between employees' perceived corporate social responsibilities with organization commitment. The results show that these two variables are interrelated. As compared to the other dimensions, ethical has the utmost effect on job satisfaction which will results in the willingness of employees to retain in the company.

5.2.4 Relationship between Philanthropic Responsibilities and Affective Commitment

Hypothesis 5:

H_1 : There is a significant relationship between philanthropic responsibilities and affective commitment.

Pearson Correlation Analysis has indicated a correlation of 0.49942, which falls in the range of ± 0.41 to ± 0.70 under table 4.16. This means that independent variable has a moderate relationship with dependent variable. Although the result is not high sensitivity, dependent variables will still be affected by independent variables.

According to Hsieh and Chan (2012), all the dimensions of corporate social responsibility are positively related to employees' job satisfaction and then linked to affective commitment. So, we can conclude that, philanthropic responsibilities have significant relationship with affective commitment. On the other hand, if the organizations are less likely to engage in ethical responsibilities, employees will choose to leave the company rather than stay committed with the company.

Furthermore, Stawiski, Deal and Gentry (2010) has conducted a similar research and found that employees are more loyal to the organizations that concerns about the social welfare and highly involved in philanthropic responsibilities. They will feel proud as a part of the organizations and continues to contribute in the organizations.

5.2.5 Gender

Hypothesis 6:

H_1 : Gender moderates the relationship between economic responsibilities and affective commitment.

Hypothesis 7:

H_1 : Gender moderates the relationship between legal responsibilities and affective commitment.

Hypothesis 8:

H_1 : Gender moderates the relationship between ethical responsibilities and affective commitment.

Hypothesis 9:

H_0 : Gender does not moderate the relationship between philanthropic responsibilities and affective commitment.

Based on the result generated by using multiple linear regression analysis, economic responsibilities and affective commitment which moderate by gender has a correlation of $0.0001 < 0.05$. This means that gender plays a role as moderator to moderate the relationship between economic responsibilities and affective commitment. Besides that, with the result of $0.0011 < 0.05$, this represents that gender is moderating legal responsibilities and affective commitment. The correlation of $0.0004 < 0.05$ for ethical responsibilities indicates that gender moderates ethical responsibilities and affective commitment. However, correlation of $0.1232 > 0.05$ shows that gender does not moderate philanthropic responsibilities and affective commitment.

According to Elgart (n.d.), nowadays, in the workplace, women are more and more powerful as compared to the men in many aspects. In United States, women occupied half of the U.S. labor force. Hence, there is a possibility that women have the ability to affect the employees' affective commitment.

Besides that, based on the study of Grusky (1966), in order to improve their employment, women are required to overcome more difficulties and challenges of their work. They have lesser inter-organizational flexibility than men (Angle & Perry, 1981). Therefore, researchers always states that female are more committed to the organizations than the male.

Nevertheless, Karrasch (2003), stated in their research that, the results presented by other journalists shown that women were less committed to their work than the men. Moreover, from the study of Meyer et al. (2002); Riketta, (2005); Thorsteinson, 2003; they found out that there were no differences on gender in organizational commitment. Some other features that related to gender can also explain the differences in organizational commitment.

5.3 Implication of the Study

5.3.1 Managerial Implications

This study is to measure relationship between employee perceptions on corporate social responsibility and affective commitment while gender is moderator. Nowadays, CSR practices are consider an important issue in field of organization. Investors will observed and make judgement toward the organization in practicing or doing something return for the society in order to make profit for them. Thus, an organization is taking into consideration to practise CSR activities in the organization in order to enhance the performance and gain profit.

Based on the results in our study, there is a positive relationship between the independent variable corporate social responsibility with its four dimensions (economic, legal, ethical and philanthropic) and dependent variable (affective commitment) in tourism industry. Meanwhile, CSR is also having essential impact on gender toward affective commitment. Therefore, researcher is requiring recognizing relationship between corporate social responsibilities impact on gender toward affective commitment in the tourism industry inside the organization.

First, results shows that corporate social responsibility has positive relationship toward the affective commitment. When organizations practice CSR in daily operations, it can improve employees working attitude, loyalty and commitment of employees. Furthermore, productivity of the company will increase and at the same time reputation of organization will also improve when organization practicing CSR activities.

Second, employees' perception on economic responsibilities is also another point for the affective commitment on CSR activities. Economy

responsibilities will directly or indirectly influence the management of the organization and interest of the shareholders. A good performance of organization in economic responsibilities such as develop a well-being for employees in term of compensation issue or health insurance funds will increase the commitment of employees.

Third, legal responsibilities are needed in the management in order to make sure organization compliance with the law. An organization that conducts businesses with employment law will improve the affective commitment on employees. This is because organization will create better working condition to its employee and protect against the discrimination.

Fourth, ethical responsibilities are leading the principle of being moral, fair and legal toward its employees in the management of an organization. Employees are willing to stay with the organization that engage in the CSR activities because organization has implement the tactical concept to ensure the privacy of the employees is respected. Thus, ethical responsibilities were positively influence affective commitment on employees.

Fifth, employees feel pleased to work with the organization when their organization engages philanthropic responsibility in the management and toward the society. This shows that organization will appreciate efforts that contribute by their employees and reward them in the term of bonus based on their performance. Therefore, organizations who are taking an initiative in the philanthropic responsibilities may increase job satisfaction of employees and lead to high commitment.

Sixth, the moderate effect of Gender which studied by our research should be taken into consideration when designing the strategies to improve on employees' affective commitment. This is due to the result of our study is shown that gender do have moderating and influencing the relationship between CSR and affective commitment. As a result, Economic Responsibilities, Legal Responsibilities and Ethical Responsibilities would

be more effective in increasing Affective Commitment than Philanthropic Responsibilities. It does indicate that the effect of the proposed strategies to increasing Affective Commitment the Economic Responsibilities, Legal Responsibilities and Ethical Responsibilities would be higher for Female. This does clarify in dummies data we had recoded to 1. The result shown significant means that Female does moderate higher than Male, this is because in SAS test we had recorded Male to 0(zero) (SAS® FOR DUMMIES®, 2015). Therefore, all the result shown at pervious parts' Multiple Linear Regression is only represent Female.

In future, organization in tourism industry should emphasize more on these 3 dimension/variables if the ultimate objective is to increase employees' commitment by increasing CSR. There is a positive relationship. Conversely, whether Female or Male employees more concern on their organization practiced Philanthropic Responsibilities or not is beyond the scope of this study, consequently, further implication of the moderating effect of Gender requires further deep study.

5.4 Limitation of the study

5.4.1 Number of Male and Female Samples

Another limitation is that the total proportion of male and female employees in our sample. The difference between the numbers of female and male employees have been studied is large. There are more female employees included in the survey. Since gender is the moderating variable in this research, an estimated equal numbers of male and female employees is crucial to the reliability of our analysis.

5.4.2 Differences in Cultural Context

The culture in Malaysia might not be as receptive of the corporate social responsibilities as the culture in other countries like U.S. Thus, this will be insufficient to establish cross-cultural applicability. In addition, not all Asian countries hold many similar values as Malaysia. For example, Malaysia runs on democratic constitutional monarchy while China runs on communism. So, this would establish an insufficiency of Asian cross-cultural applicability.

The questions adopted into the questionnaire were developed by researchers conducting their research in countries (Maignan & Ferrell, 2000) U.S., France, (Meyer & Allen, 1990) Canada and (Turker, 2008) Turkey. Thus, the level of English of the questions that the researcher had developed might be higher than the level of English in Malaysia. In this case, respondents might not fully understand the questions adopted.

5.4.3 Sampling Size and Location

The scope of the research was limited with manpower and budget constraints. The target location was only on hotel employees at Penang state in Malaysia. As sample size limited to only 200 respondents and sampling location, the data for our analysis might be insufficient. This could be a limiting factor in representing the entire hotel and tourism industry in Malaysia.

5.5 Recommendation for Future Researchers

Referring to the limitations of our research above, we would suggest a few future research recommendations to reduce challenges and constraints as well as making the reliability of the research better.

Firstly, we suggest improving on research methodology regarding the sampling size and location. There are indeed a lot of hotels in Malaysia so, future researchers who wished to conduct research on tourism and hotel industry in Malaysia should widen their geographical locations to really extend the research representation on the entire Malaysian tourism and hotel industry. Thus, the results of future research contributed will be more accurate and representative when it comes to reflecting the perception of CSR among the hotel employees in Malaysia.

Secondly, we suggest future researchers to extend the research to other area besides tourism or hotel industry. There are other non-manufacturing sectors that suffer annual average turnover rate (Malaysia Employers Federation, 2011). It does not necessary to keep on research on the tourism industry. Since then, future researchers should investigate and study on those other sectors.

Lastly, we also suggest that future researchers to have questionnaires to adopt dual languages. This is because some respondents may not understand the level of English in the words of the questions. Thus, it is better for researchers to have questionnaires translated in Bahasa Malaysia to make the access and understanding easier for some respondents. Then, it will also improve the accuracy of the responses from the respondents.

5.6 Summary and Conclusion

After accomplished this research, a superior thoughtful on the effect of gender between CSR and the relationship with affective commitment in the tourism industry is known. Based on our research, the 4 dimension of CSR (Economic Responsibilities, Legal Responsibilities, Ethical Responsibilities and Philanthropic Responsibilities) may influence the tourism industry employees' affective commitment. This study's objective is to examine relationship among CSR practice and affective commitment do moderate by gender in employees' perception of tourism industry or not. With this, it has successfully addressed the research problem of this study that is how to develop/enhance/improve affective commitment on tourism industry by undergoing CSR practices.

Besides, the study of the moderating effect of age in this research shows that gender is moderating the relationship between economic responsibilities, legal responsibilities, and ethical responsibilities. Besides that, the detail investigation of this moderating effect is beyond the scope of our result. Our research's outcome point out those employees from different gender might have unlike view point towards the organization that may affect the association of CSR and affective commitment.

In the nutshell, the result gained of our study may be helpful to the tourism industry's manager/management who tentatively to increase affective commitment of their employees. Affective commitment could be raise by practicing CSR and they will become more passionate attach to the organizations with greatest sense of belongings to his/her organization.

On the other hands, management team or top level management may implement there result to reinforce their existing CSR practices by strengthening these 4 dimensions of CSR that proved positive and significant relationship with affective commitment. Last but not least, it is expected to that the result of our study are able to use as a reference/benchmark for future researchers on CSR and affective commitment.

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APPENDIX A

A LETTER OF PERMISSION TO CONDUCT SURVEY



UNIVERSITI TUNKU ABDUL RAHMAN

Wholly Owned by UTAR Education Foundation (Company No. 578227-M)

17 June 2015

To Whom It May Concern

Dear Sir/Madam

Permission to Conduct Survey

This is to confirm that the following students are currently pursuing their *Bachelor of Business Administration (Hons)* program at the Faculty of Business and Finance, Universiti Tunku Abdul Rahman (UTAR) Perak Campus.

I would be most grateful if you could assist them by allowing them to conduct their research at your institution. All information collected will be kept confidential and used only for academic purposes.

The students are as follows:

<u>Name of Student</u>	<u>Student ID</u>
Ooi Jie Ru	12ABB07187
Poh Xin Yuan	12ABB06786
Sim Siew Chu	12ABB06796
Benjamin Cheah Bo Huang	12ABB06107
Teo Yee Fang	12ABB03374

If you need further verification, please do not hesitate to contact me.

Thank you.

Yours sincerely,

Faculty of Business and Finance
Email: chonggyo@utar.edu.my

Cik Azeyan Binti Awee
Supervisor,
Faculty of Business and Finance
Email: azeyan@utar.edu.my

APPENDIX B

QUESTIONNAIRE



UNIVERSITI TUNKU ABDUL RAHMAN (Perak Campus)

FACULTY OF BUSINESS AND FINANCE

BACHELOR OF BUSINESS ADMINISTRATION (HONS)

Dear respondents,

We are final year students pursuing Bachelor of Business Administration (Hons) from University Tunku Abdul Rahman (UTAR). We are currently conducting our final year project with the title “The Relationship Between Employee’s Perceptions on Corporate Social Responsibility and Affective Commitment : Gender as Moderator.”

The objective of our research is to identify the significant relationship between the employee’s perceptions of corporate social responsibility (ethical, legal, economic and philanthropic responsibilities) and affective commitment and also to see whether gender will affect the relationship. This research conducted will help to have a deeper understanding about whether different gender employees will affectively commit to their organisation once the employee’s perceptions of their organisation’s corporate social responsibilities is improved.

This questionnaire consists of 3 sections. Section A is about the demographic (personal details) of the respondents. Section B will be asking respondents about their current perceptions based on the dimensions of corporate social responsibility in their organisations. Section C will question the respondents the general information of their affective commitment towards their organisation based on the current level of their perceptions of organisation’s corporate social responsibility.

Finally, please proceed to answer all the questions provided. Your responses will be strictly kept private and confidential while being used only for academic purposes. Your cooperation to answer this questionnaire is greatly appreciated. Please do not hesitate to contact us for further clarification if you have any queries about the questions. Thank you.

	Name	Student ID	Contact Number
1	BENJAMIN CHEAHBO HUANG	12ABB06107	0164519382
2	OOI JIE RU	12ABB07187	0174171564
3	PAH XIN YUAN	12ABB06786	0174159472
4	SIM SIEW CHU	12ABB06796	0166718339
5	TEO YEE FANG	12ABB05574	0129022770

Research Project Team Member's Details

The relationship between employee's perceptions on corporate social responsibility and affective commitment: gender as moderator

Dear respondents,

We are students of Bachelor of Business Administration (Hons) from Universiti Tunku Abdul Rahman (UTAR). We are currently conducting our final year project with the title "The Relationship between Employee's Perceptions on Corporate Social Responsibility and Affective Commitment: Gender as Moderator. Thank you for your cooperation and willingness to answer the questionnaire. Your response will be kept private and confidential and be used only for academic purpose.

Section A: Demographic Information

This section consists of 8 questions. Kindly complete **ALL** the questions by placing a **tick** (✓) to the most appropriate answer.

1. Gender

☐ Male ☐ Female

2. Age

years old

3. Race

☐ Malay ☐ Indian
☐ Chinese ☐ Others

4. Marital status

☐ Single ☐ Married

5. Monthly income

☐ < RM 1500 ☐ RM 1501 – RM 2500

- ☐ RM 2501 – RM 3500 ☐ RM 3501 – RM 4500
☐ Above RM 4501

6. Highest education level

- ☐ Secondary education ☐ SPM
☐ STPM ☐ Diploma
☐ Degree ☐ Master
☐ Doctor ☐ Others

7. Current position

_____ (Please specify)

8. How long have you work for the organization?

- ☐ < 6 months ☐ 6 months to < 1 year
☐ 1 year to < 3 years ☐ 3 years to < 5 years
☐ 5 years and above

Section B: Corporate Social Responsibilities

This section consists of 22 questions. Kindly complete **ALL** the questions according to what best reflect your opinion.

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	2	3	4	5

	SD	D	N	A	SA
A. Economic responsibilities					
7. We have been successful at maximizing our profit.	1	2	3	4	5
8. We strive to lower our operating costs.	1	2	3	4	5
9. We closely monitor employees' productivity.	1	2	3	4	5
10. Top management established long-term strategies for better operations.	1	2	3	4	5
11. Our company supports employees who want to acquire additional	1	2	3	4	5

education.					
12. The managerial decisions related with the employees are usually fair.	1	2	3	4	5

	SD	D	N	A	SA
B. Legal responsibilities					
13. All our products meet legal standards.	1	2	3	4	5
14. Our contractual obligations are always honoured.	1	2	3	4	5
15. The managers of this organization try to comply with the law.	1	2	3	4	5
16. Our company seeks to comply with all laws regulating hiring and employee benefits.	1	2	3	4	5
17. We have programs that encourage the diversity of our workforce (in terms of age, gender, or race).	1	2	3	4	5
18. Internal policies prevent discrimination in employees' compensation and promotion.	1	2	3	4	5

	SD	D	N	A	SA
C. Ethical responsibilities					
19. Our business has a comprehensive code of conduct.	1	2	3	4	5
20. We are recognized as a trustworthy company.	1	2	3	4	5

21. Fairness toward co-workers and business partners is an integral part of the employee evaluation process.	1	2	3	4	5
22. A confidential procedure is in place for employees to report any misconduct at work.	1	2	3	4	5
23. Our salespersons and employees are required to provide full and accurate information to all customers.	1	2	3	4	5

	SD	D	N	A	SA
D. Philanthropic responsibilities					
24. Our business supports employees who acquire additional education.	1	2	3	4	5
25. Flexible company policies enable employees to better coordinate work and personal life.	1	2	3	4	5
26. Our business gives adequate contributions to charities.	1	2	3	4	5
27. A program is in place to reduce the amount of energy and materials wasted in our business.	1	2	3	4	5
28. We encourage partnerships with local businesses and schools.	1	2	3	4	5

Section C: Affective Commitment

This section consists of 8 questions. Kindly complete **ALL** the questions according to what best reflect your opinion.

Dimension	SD	D	N	A	SA
A. Affective commitment					
1. I would be very happy to spend the rest of my career with this organization.	1	2	3	4	5
2. I enjoy discussing my organization with the people outside it.	1	2	3	4	5
3. I really feel as if this organization's problems are my own	1	2	3	4	5
4. I think that I could easily become as attached to another organization as I am to this one (R).	1	2	3	4	5
5. I do not feel like 'part of the family' at my organization (R).	1	2	3	4	5
6. I do not feel 'emotionally attached' to this organization (R).	1	2	3	4	5
7. This organization has a great deal of personal meaning for me.	1	2	3	4	5
8. I do not feel a strong sense of belonging to my organization (R)	1	2	3	4	5

*THANK YOU FOR YOUR PARTICIPATION. YOUR SUPPORTS ARE GREATLY APPRECIATED.

PILOT TEST

ECONOMIC

Reliability Test -(Economic)

The CORR Procedure

6 Variables: Econ-1 econ-2 econ-3 econ-4 econ-5 econ-6

Simple Statistics

Variable	N	Mean	Std Dev	Sum	Minimum	Maximum	Label
Econ-1	30	4.10000	0.66176	123.00000	3.00000	5.00000	Econ-1,1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree, 99=Missing Data
econ-2	30	3.96667	0.76489	119.00000	2.00000	5.00000	econ-2,1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree, 99=Missing Data
econ-3	30	3.93333	0.58329	118.00000	3.00000	5.00000	econ-3,1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree, 99=Missing Data
econ-4	30	4.10000	0.60743	123.00000	3.00000	5.00000	econ-4,1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree, 99=Missing Data
econ-5	30	4.16667	0.46113	125.00000	3.00000	5.00000	econ-5,1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree, 99=Missing Data
econ-6	30	4.13333	0.57135	124.00000	3.00000	5.00000	econ-6,1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree, 99=Missing Data

Cronbach Coefficient Alpha

Variables	Alpha
Raw	0.632184
Standardized	0.629932

Cronbach Coefficient Alpha with Deleted Variable

Deleted Variable	Raw Variables		Standardized Variables		Label
	Correlation with Total	Alpha	Correlation with Total	Alpha	
Econ-1	0.399062	0.573923	0.395151	0.572799	Econ-1,1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree, 99=Missing Data
econ-2	0.452803	0.550362	0.444487	0.553070	econ-2,1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree, 99=Missing Data
econ-3	0.335761	0.598635	0.342111	0.593421	econ-3,1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree, 99=Missing Data
econ-4	0.329128	0.601286	0.342340	0.593333	econ-4,1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree, 99=Missing Data
econ-5	0.291172	0.614172	0.295423	0.611079	econ-5,1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree, 99=Missing Data
econ-6	0.376950	0.584068	0.344771	0.592401	econ-6,1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree, 99=Missing Data

Pearson Correlation Coefficients, N = 30
Prob > |r| under H0: Rho=0

	Econ-1	econ-2	econ-3	econ-4	econ-5	econ-6
Econ-1	1.00000	0.34743	0.10720	0.31740	0.28250	0.14592
Econ-1,1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree, 99=Missing Data		0.0599	0.5729	0.0874	0.1304	0.4416
econ-2	0.34743	1.00000	0.30400	0.08164	0.11406	0.48305

LEGAL

Reliability Test - Legal																																																																																																		
The CORR Procedure																																																																																																		
6 Variables: legal-1 legal-2 legal-3 legal-4 legal-5 legal-6																																																																																																		
Simple Statistics																																																																																																		
Variable	N	Mean	Std Dev	Sum	Minimum	Maximum	Label																																																																																											
legal-1	30	4.13333	0.57135	124.00000	3.00000	5.00000	legal-1,1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree, 99=Missing Data																																																																																											
legal-2	30	4.13333	0.62881	124.00000	3.00000	5.00000	legal-2,1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree, 99=Missing Data																																																																																											
legal-3	30	4.00000	0.52523	120.00000	3.00000	5.00000	legal-3,1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree, 99=Missing Data																																																																																											
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legal-5	30	4.10000	0.60743	123.00000	3.00000	5.00000	legal-5,1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree, 99=Missing Data																																																																																											
legal-6	30	4.06667	0.52083	122.00000	3.00000	5.00000	legal-6,1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree, 99=Missing Data																																																																																											
<div>Cronbach Coefficient Alpha</div> <table><tr><th>Variables</th><th>Alpha</th></tr><tr><td>Raw</td><td>0.645879</td></tr><tr><td>Standardized</td><td>0.646618</td></tr></table>								Variables	Alpha	Raw	0.645879	Standardized	0.646618																																																																																					
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Raw	0.645879																																																																																																	
Standardized	0.646618																																																																																																	
<div>Cronbach Coefficient Alpha with Deleted Variable</div> <table><tr><th>Deleted Variable</th><th colspan="2">Raw Variables</th><th colspan="2">Standardized Variables</th><th></th></tr><tr><th></th><th>Correlation with Total</th><th>Alpha</th><th>Correlation with Total</th><th>Alpha</th><th>Label</th></tr><tr><td>legal-1</td><td>0.236928</td><td>0.652466</td><td>0.222887</td><td>0.658265</td><td>legal-1,1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree, 99=Missing Data</td></tr><tr><td>legal-2</td><td>0.539214</td><td>0.533389</td><td>0.541966</td><td>0.539462</td><td>legal-2,1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree, 99=Missing Data</td></tr><tr><td>legal-3</td><td>0.443856</td><td>0.580080</td><td>0.446078</td><td>0.577339</td><td>legal-3,1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree, 99=Missing Data</td></tr><tr><td>legal-4</td><td>0.421736</td><td>0.585602</td><td>0.436392</td><td>0.581058</td><td>legal-4,1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree, 99=Missing Data</td></tr><tr><td>legal-5</td><td>0.269080</td><td>0.644204</td><td>0.266441</td><td>0.643242</td><td>legal-5,1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree, 99=Missing Data</td></tr><tr><td>legal-6</td><td>0.364840</td><td>0.607330</td><td>0.362015</td><td>0.608982</td><td>legal-6,1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree, 99=Missing Data</td></tr></table>								Deleted Variable	Raw Variables		Standardized Variables				Correlation with Total	Alpha	Correlation with Total	Alpha	Label	legal-1	0.236928	0.652466	0.222887	0.658265	legal-1,1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree, 99=Missing Data	legal-2	0.539214	0.533389	0.541966	0.539462	legal-2,1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree, 99=Missing Data	legal-3	0.443856	0.580080	0.446078	0.577339	legal-3,1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree, 99=Missing Data	legal-4	0.421736	0.585602	0.436392	0.581058	legal-4,1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree, 99=Missing Data	legal-5	0.269080	0.644204	0.266441	0.643242	legal-5,1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree, 99=Missing Data	legal-6	0.364840	0.607330	0.362015	0.608982	legal-6,1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree, 99=Missing Data																																											
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	legal-1	legal-2	legal-3	legal-4	legal-5	legal-6																																																																																												
legal-1	1.00000	0.33273	0.11491	0.04930	0.25833	-0.03090																																																																																												
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EMPLOYEES' PERCEPTIONS ON CORPORATE SOCIAL RESPONSIBILITIES AND AFFECTIVE COMMITMENT: MODERATING EFFECT OF GENDER

ETHICAL

Reliability - Ethical										
The CORR Procedure										
5 Variables: ethical-1 ethical-2 ethical-3 ethical-4 ethical-5										
Simple Statistics										
Variable	N	Mean	Std Dev	Sum	Minimum	Maximum	Label			
ethical-1	30	4.00000	0.58722	120.00000	3.00000	5.00000	ethical-1,1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree, 99=Missing Data			
ethical-2	30	4.06667	0.52083	122.00000	3.00000	5.00000	ethical-2,1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree, 99=Missing Data			
ethical-3	30	4.10000	0.66176	123.00000	3.00000	5.00000	ethical-3,1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree, 99=Missing Data			
ethical-4	30	4.20000	0.66436	126.00000	3.00000	5.00000	ethical-4,1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree, 99=Missing Data			
ethical-5	30	3.96667	0.66868	119.00000	3.00000	5.00000	ethical-5,1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree, 99=Missing Data			
Cronbach Coefficient Alpha										
Variables						Alpha				
Raw						0.601994				
Standardized						0.605297				
Cronbach Coefficient Alpha with Deleted Variable										
Deleted Variable	Raw Variables		Standardized Variables		Label					
	Correlation with Total	Alpha	Correlation with Total	Alpha						
ethical-1	0.167915	0.636591	0.186250	0.637367	ethical-1,1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree, 99=Missing Data					
ethical-2	0.463304	0.503425	0.468580	0.491517	ethical-2,1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree, 99=Missing Data					
ethical-3	0.370192	0.540360	0.352313	0.554764	ethical-3,1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree, 99=Missing Data					
ethical-4	0.365231	0.543255	0.359949	0.550751	ethical-4,1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree, 99=Missing Data					
ethical-5	0.446981	0.494925	0.448996	0.502494	ethical-5,1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree, 99=Missing Data					
Pearson Correlation Coefficients, N = 30										
Prob > r under H0: Rho=0										
	ethical-1	ethical-2	ethical-3	ethical-4	ethical-5					
ethical-1	1.00000	0.33824	0.00000	0.26517	-0.08782					
ethical-1,1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree, 99=Missing Data		0.0675	1.0000	0.1567	0.6445					
ethical-2	0.33824	1.00000	0.18008	0.15945	0.50166					
ethical-2,1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree, 99=Missing Data		0.0675	0.3410	0.4000	0.0047					
ethical-3	0.00000	0.18008	1.00000	0.76667	0.47636					

PHILANTHROPIC

Reliability Test - Philanthropic							
The CORR Procedure							
5 Variables: philanthropic-1 philanthropic-2 philanthropic-3 philanthropic-4 philanthropic-5							
Simple Statistics							
Variable	N	Mean	Std Dev	Sum	Minimum	Maximum	Label
philanthropic-1	30	3.96667	0.55605	119.00000	3.00000	5.00000	philanthropic-1,1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree, 99=Missing Data
philanthropic-2	30	3.93333	0.52083	118.00000	3.00000	5.00000	philanthropic-2,1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree, 99=Missing Data
philanthropic-3	30	4.03333	0.61495	121.00000	3.00000	5.00000	philanthropic-3,1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree, 99=Missing Data
philanthropic-4	30	4.10000	0.60743	123.00000	3.00000	5.00000	philanthropic-4,1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree, 99=Missing Data
philanthropic-5	30	4.03333	0.55605	121.00000	3.00000	5.00000	philanthropic-5,1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree, 99=Missing Data
<div>Cronbach Coefficient Alpha</div> <div>VariablesAlpha</div> <div>Raw0.604136</div> <div>Standardized0.613790</div>							
Cronbach Coefficient Alpha with Deleted Variable							
Deleted Variable	Raw Variables		Standardized Variables		Alpha Label		
	Correlation with Total	Alpha	Correlation with Total	Alpha			
philanthropic-1	0.331212	0.563718	0.344004	0.571765	philanthropic-1,1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree, 99=Missing Data		
philanthropic-2	0.567145	0.445441	0.572138	0.446948	philanthropic-2,1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree, 99=Missing Data		
philanthropic-3	0.385449	0.535083	0.387113	0.549507	philanthropic-3,1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree, 99=Missing Data		
philanthropic-4	0.185076	0.642555	0.185345	0.648627	philanthropic-4,1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree, 99=Missing Data		
philanthropic-5	0.371510	0.543185	0.375352	0.555640	philanthropic-5,1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree, 99=Missing Data		
<div>Pearson Correlation Coefficients, N = 30</div> <div>Prob > r under H0: Rho=0</div> <div>philanthropic-1philanthropic-2philanthropic-3philanthropic-4philanthropic-5</div>							

APPENDIX D

PILOT TEST
AFFECTIVE COMMITMENT

Reliability Test-Affective Commitment

The CORR Procedure

8 Variables: ac-1 ac-2 ac-3 ac-4 (R) ac-5 (R) ac-6 (R) ac-7 ac-8 (R)

Simple Statistics

Variable	N	Mean	Std Dev	Sum	Minimum	Maximum	Label
ac-1	30	4.06667	0.58329	122.00000	3.00000	5.00000	ac-1,1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree, 99=Missing Data
ac-2	30	4.00000	0.52523	120.00000	3.00000	5.00000	ac-2,1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree, 99=Missing Data
ac-3	30	4.10000	0.54772	123.00000	3.00000	5.00000	ac-3,1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree, 99=Missing Data
ac-4 (R)	30	3.40000	1.03724	102.00000	2.00000	5.00000	ac-4 (R), 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree, 99=Missing Data
ac-5 (R)	30	3.40000	1.00344	102.00000	2.00000	5.00000	ac-5 (R), 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree, 99=Missing Data
ac-6 (R)	30	3.16667	1.17688	95.00000	1.00000	5.00000	ac-6 (R), 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree, 99=Missing Data
ac-7	30	3.40000	1.16264	102.00000	1.00000	5.00000	ac-7,1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree, 99=Missing Data
ac-8 (R)	30	3.50000	1.10641	105.00000	1.00000	5.00000	ac-8 (R), 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree, 99=Missing Data

Cronbach Coefficient Alpha	
Variables	Alpha
Raw	0.911489
Standardized	0.902406

Cronbach Coefficient Alpha with Deleted Variable

Deleted Variable	Raw Variables		Standardized Variables		Label
	Correlation with Total	Alpha	Correlation with Total	Alpha	
ac-1	0.546498	0.913594	0.516490	0.905327	ac-1,1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree, 99=Missing Data
ac-2	0.469074	0.917880	0.451235	0.910856	ac-2,1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree, 99=Missing Data
ac-3	0.405539	0.920646	0.399570	0.915153	ac-3,1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree, 99=Missing Data
ac-4 (R)	0.847491	0.887450	0.812294	0.878809	ac-4 (R), 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree, 99=Missing Data
ac-5 (R)	0.732028	0.898472	0.713367	0.887948	ac-5 (R), 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree, 99=Missing Data
ac-6 (R)	0.898440	0.882385	0.885646	0.871853	ac-6 (R), 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree, 99=Missing Data
ac-7	0.906772	0.881331	0.909349	0.869572	ac-7,1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree, 99=Missing Data
ac-8 (R)	0.900102	0.881905	0.892696	0.871176	ac-8 (R), 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree, 99=Missing Data

Pearson Correlation Coefficients, N = 30
Prob > |r| under H0: Rho=0

	ac-1	ac-2	ac-3	ac-4 (R)	ac-5 (R)	ac-6 (R)	ac-7	ac-8 (R)
ac-1	1.00000	0.11256	0.19428	0.52435	0.30636	0.48558	0.56949	0.69461
ac-1,1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree, 99=Missing Data		0.5537	0.3036	0.0029	0.0997	0.0065	0.0010	<.0001
ac-2	0.11256	1.00000	0.23973	0.31648	0.45800	0.50207	0.56469	0.35603
ac-2,1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree, 99=Missing Data	0.5537		0.2020	0.0884	0.0109	0.0047	0.0012	0.0535
ac-3	0.19428	0.23973	1.00000	0.29134	0.30116	0.40121	0.42237	0.42676
ac-3,1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree, 99=Missing Data	0.3036	0.2020		0.1183	0.1058	0.0280	0.0201	0.0187
ac-4 (R)	0.52435	0.31648	0.29134	1.00000	0.66924	0.84744	0.80636	0.87138
ac-4 (R), 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree, 99=Missing Data	0.0029	0.0884	0.1183		<.0001	<.0001	<.0001	<.0001
ac-5 (R)	0.30636	0.45800	0.30116	0.66924	1.00000	0.75919	0.71529	0.65225
ac-5 (R), 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree, 99=Missing Data	0.0997	0.0109	0.1058	<.0001		<.0001	<.0001	<.0001
ac-6 (R)	0.48558	0.50207	0.40121	0.84744	0.75919	1.00000	0.83165	0.83419
ac-6 (R), 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree, 99=Missing Data	0.0065	0.0047	0.0280	<.0001	<.0001		<.0001	<.0001
ac-7	0.56949	0.56469	0.42237	0.80636	0.71529	0.83165	1.00000	0.85781
ac-7,1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree, 99=Missing Data	0.0010	0.0012	0.0201	<.0001	<.0001	<.0001		<.0001
ac-8 (R)	0.69461	0.35603	0.42676	0.87138	0.65225	0.83419	0.85781	1.00000
ac-8 (R), 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree, 99=Missing Data	<.0001	0.0535	0.0187	<.0001	<.0001	<.0001	<.0001	

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APPENDIX E

DESCRIPTIVE ANALYSIS OF RESPONDENTS' DEMOGRAPHIC INFORMATION

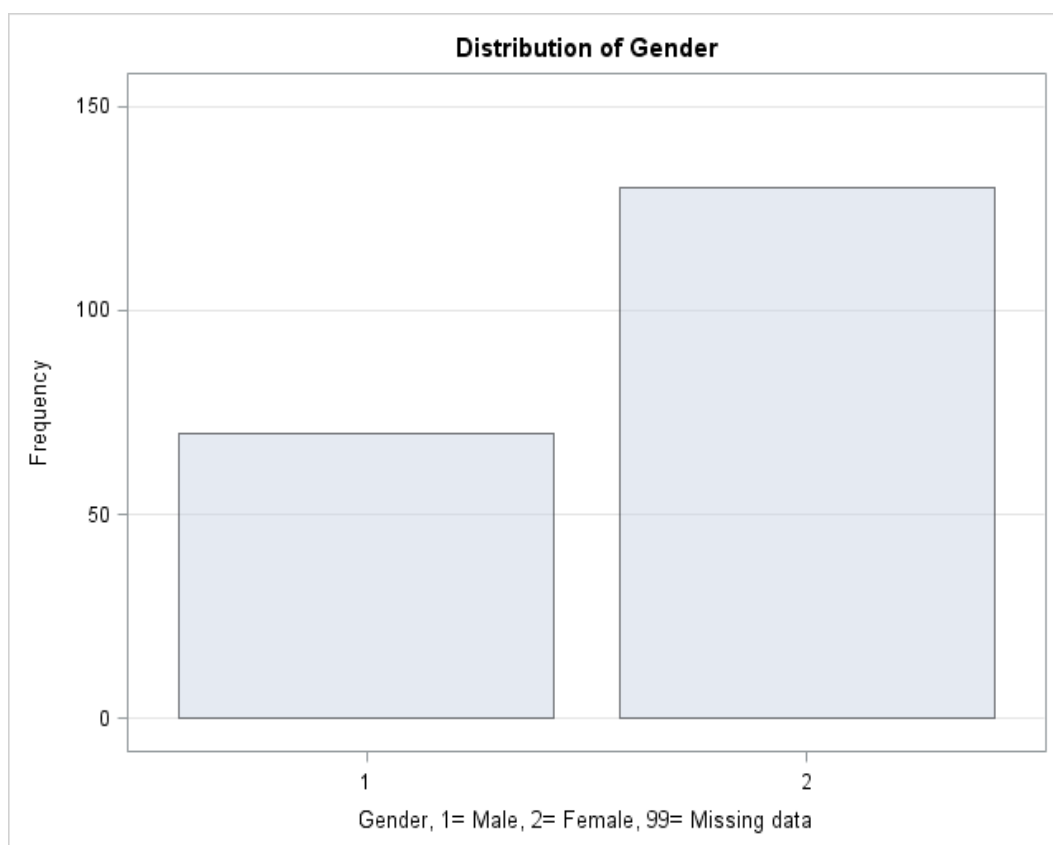
GENDER

One-Way Frequencies

Results

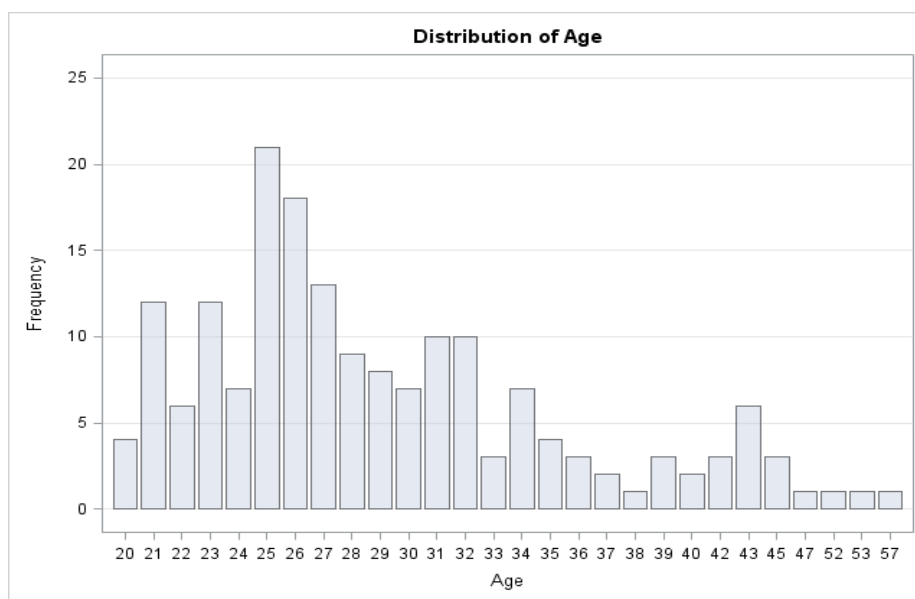
The FREQ Procedure

Gender, 1= Male, 2= Female, 99= Missing data				
Gender	Frequency	Percent	Cumulative Frequency	Cumulative Percent
1	70	35.00	70	35.00
2	130	65.00	200	100.00
Frequency Missing = 2				



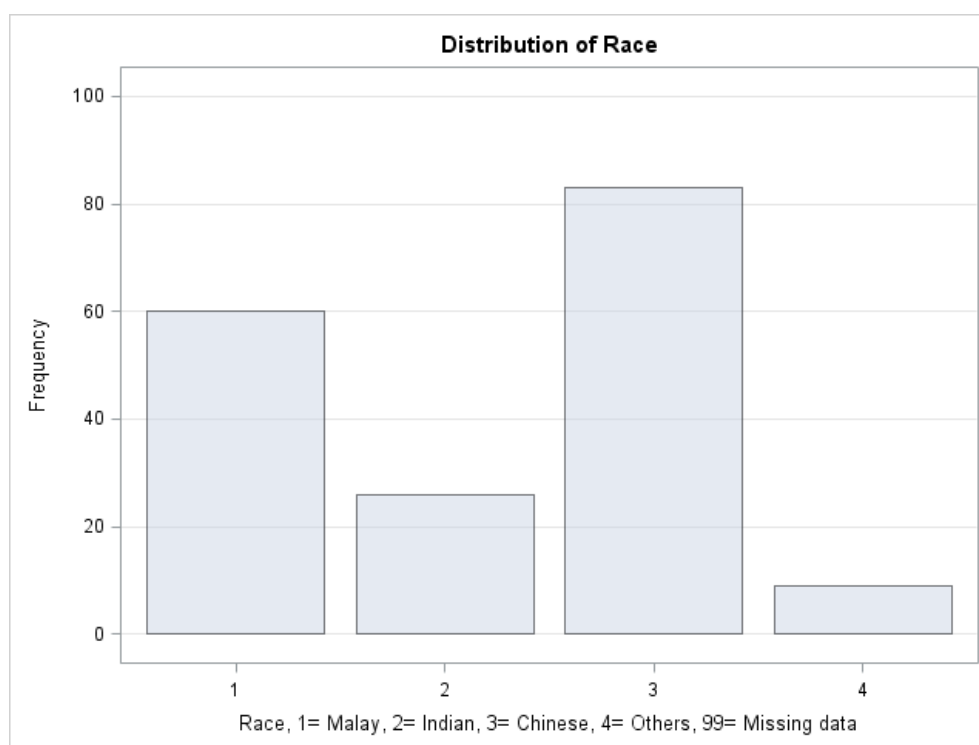
AGE

Age				
Age	Frequency	Percent	Cumulative Frequency	Cumulative Percent
20	4	2.25	4	2.25
21	12	6.74	16	8.99
22	6	3.37	22	12.36
23	12	6.74	34	19.10
24	7	3.93	41	23.03
25	21	11.80	62	34.83
26	18	10.11	80	44.94
27	13	7.30	93	52.25
28	9	5.06	102	57.30
29	8	4.49	110	61.80
30	7	3.93	117	65.73
31	10	5.62	127	71.35
32	10	5.62	137	76.97
33	3	1.69	140	78.65
34	7	3.93	147	82.58
35	4	2.25	151	84.83
36	3	1.69	154	86.52
37	2	1.12	156	87.64
38	1	0.56	157	88.20
39	3	1.69	160	89.89
40	2	1.12	162	91.01
42	3	1.69	165	92.70
43	6	3.37	171	96.07
45	3	1.69	174	97.75
47	1	0.56	175	98.31
52	1	0.56	176	98.88
53	1	0.56	177	99.44
57	1	0.56	178	100.00
Frequency Missing = 24				



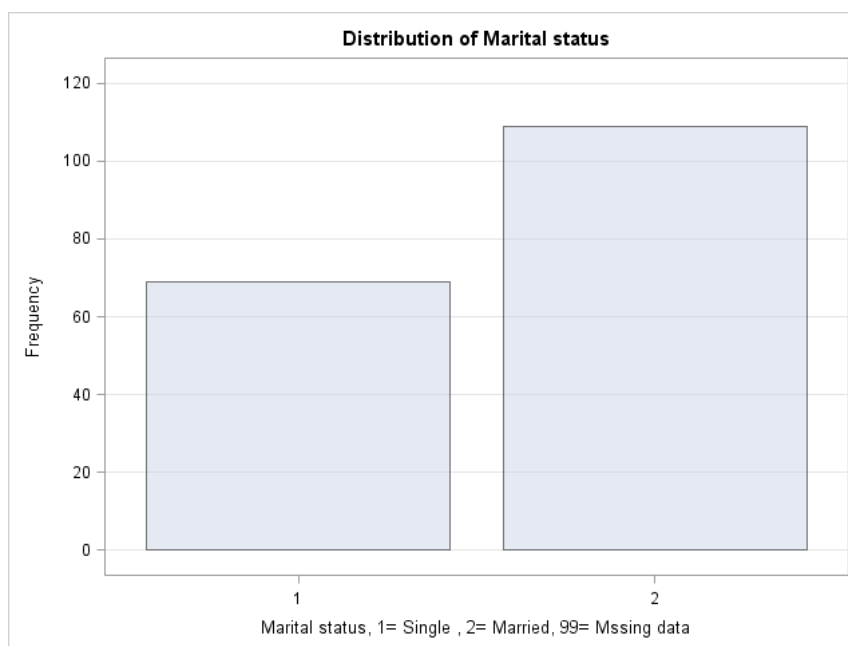
RACE

Race, 1= Malay, 2= Indian, 3= Chinese, 4= Others, 99= Missing data				
Race	Frequency	Percent	Cumulative Frequency	Cumulative Percent
1	60	33.71	60	33.71
2	26	14.61	86	48.31
3	83	46.63	169	94.94
4	9	5.06	178	100.00
Frequency Missing = 24				



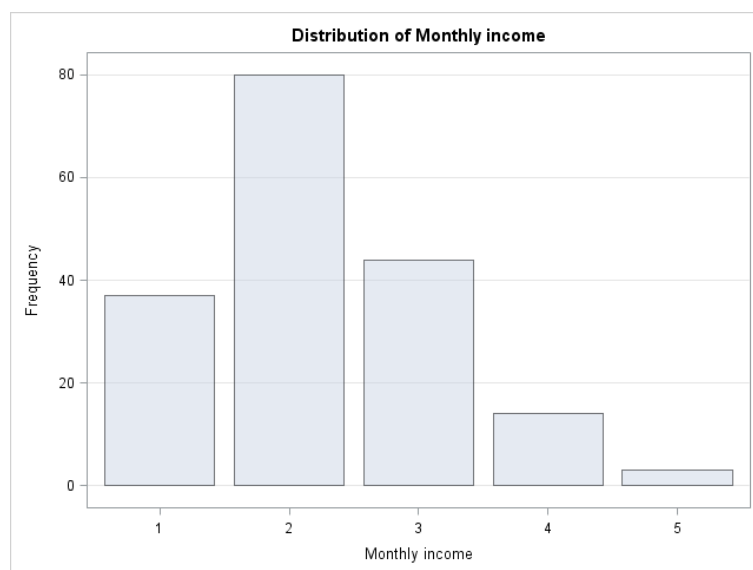
MARITAL STATUS

Marital status, 1= Single , 2= Married, 99= Mssing data				
Marital status	Frequency	Percent	Cumulative Frequency	Cumulative Percent
1	69	38.76	69	38.76
2	109	61.24	178	100.00
Frequency Missing = 24				



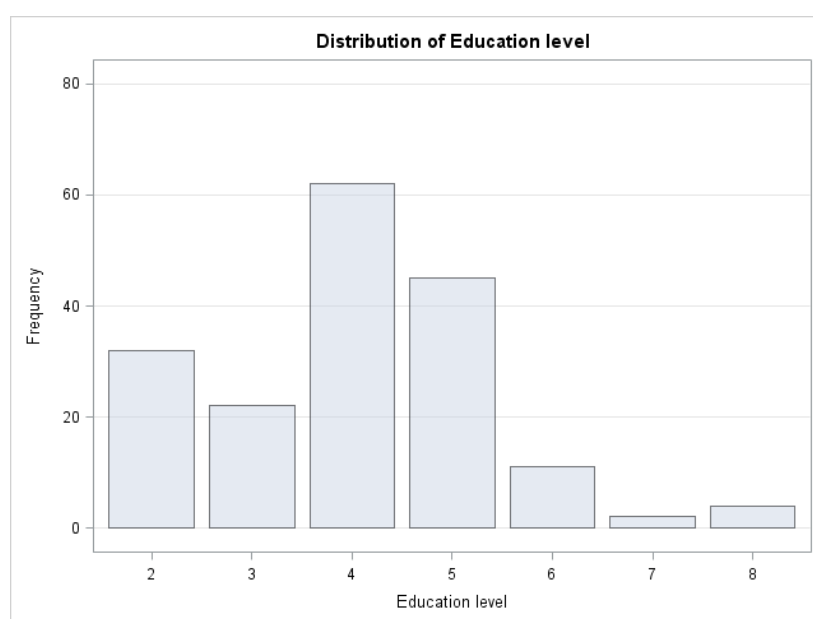
MONTHLY INCOME

Monthly income, 1= <1500, 2= 1501- 2500, 3= 2501- 3500, 4= 3501- 4500, 5= >4501, 99= Missing data				
Monthly income	Frequency	Percent	Cumulative Frequency	Cumulative Percent
1	37	20.79	37	20.79
2	80	44.94	117	65.73
3	44	24.72	161	90.45
4	14	7.87	175	98.31
5	3	1.69	178	100.00
Frequency Missing = 24				



EDUCATION LEVEL

Highest education level, 1= Secondary, 2= SPM, 3= STPM, 4= Diploma, 5= Degree, 6= Master, 7= Doctor, 8= Others, 99= Missing data				
Education level	Frequency	Percent	Cumulative Frequency	Cumulative Percent
2	32	17.98	32	17.98
3	22	12.36	54	30.34
4	62	34.83	116	65.17
5	45	25.28	161	90.45
6	11	6.18	172	96.63
7	2	1.12	174	97.75
8	4	2.25	178	100.00
Frequency Missing = 24				



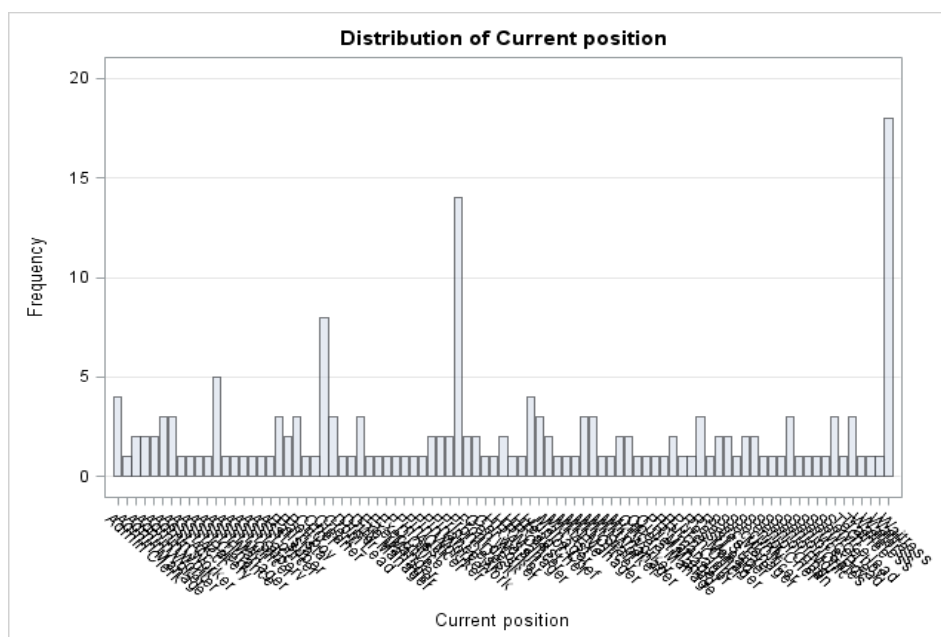
CURRENT POSITION

Current position				
Current position	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Admin Clerk	4	2.25	4	2.25
Admin Manage	1	0.56	5	2.81
Admin Woker	2	1.12	7	3.93
Admin Worker	2	1.12	9	5.06
Admin work	2	1.12	11	6.18
Admin worker	3	1.69	14	7.87
Asst Acc	3	1.69	17	9.55
Asst Acct	1	0.56	18	10.11
Asst Bakery	1	0.56	19	10.67
Asst Clerk	1	0.56	20	11.24
Asst Finance	1	0.56	21	11.80
Asst Manager	5	2.81	26	14.61
Asst Mkt	1	0.56	27	15.17
Asst Officer	1	0.56	28	15.73
Asst Superv	1	0.56	29	16.29
Asst acc	1	0.56	30	16.85
Asst officer	1	0.56	31	17.42
Asst super	1	0.56	32	17.98
Barista	3	1.69	35	19.66
Barrista	2	1.12	37	20.79
Bell boy	3	1.69	40	22.47
CEO	1	0.56	41	23.03
Chef	1	0.56	42	23.60
Cleaner	8	4.49	50	28.09
Clerk	3	1.69	53	29.78
Dobi Lead	1	0.56	54	30.34
Driver	1	0.56	55	30.90
Duty Manager	3	1.69	58	32.58
Exe Manager	1	0.56	59	33.15
Exe Manger	1	0.56	60	33.71
Executive	1	0.56	61	34.27
F D Office	1	0.56	62	34.83
Fin Asst	1	0.56	63	35.39
Fin Officer	1	0.56	64	35.96
Fin Wokrker	1	0.56	65	36.52
Fin Worker	2	1.12	67	37.64
Finance Work	2	1.12	69	38.76
Frint Desk	2	1.12	71	39.89
Front Desk	14	7.87	85	47.75
Front desk	2	1.12	87	48.88
Gen Worker	2	1.12	89	50.00
Ger worker	1	0.56	90	50.56
HR Assit	1	0.56	91	51.12
HR Manager	2	1.12	93	52.25
HR Officer	1	0.56	94	52.81
HR asst	1	0.56	95	53.37
Head Chef	4	2.25	99	55.62
Junior Chef	3	1.69	102	57.30
Manager	2	1.12	104	58.43

Mkt Ast	1	0.56	105	58.99
Mkt Exe	1	0.56	106	59.55
Mkt Manager	1	0.56	107	60.11
Mkt Officer	3	1.69	110	61.80
Mkt Staff	3	1.69	113	63.48
Mkt Worker	1	0.56	114	64.04
Mkt manager	1	0.56	115	64.61
Mkt worker	2	1.12	117	65.73
Officer	2	1.12	119	66.85
Opera Manage	1	0.56	120	67.42
Outlet Manag	1	0.56	121	67.98
PR Manager	1	0.56	122	68.54
PR manager	1	0.56	123	69.10
Purch Clerk	2	1.12	125	70.22

Purch Officer	1	0.56	126	70.79
Res Manager	1	0.56	127	71.35
Rest Lead	3	1.69	130	73.03
Rest Super	1	0.56	131	73.60
Sales Exe	2	1.12	133	74.72
Sec Manager	2	1.12	135	75.84
SecurOfficer	1	0.56	136	76.40
Security	2	1.12	138	77.53
Senior Chef	2	1.12	140	78.65
Senior Clean	1	0.56	141	79.21
Senior Eng	1	0.56	142	79.78
Senior Mgr	1	0.56	143	80.34
Senior Offic	3	1.69	146	82.02
Senior Sales	1	0.56	147	82.58
Service Boy	1	0.56	148	83.15
Service Lead	1	0.56	149	83.71
Service boy	1	0.56	150	84.27
Service lead	3	1.69	153	85.96
Tech	1	0.56	154	86.52
Trainee	3	1.69	157	88.20
Waiteress	1	0.56	158	88.76
Waiterss	1	0.56	159	89.33
Waitres	1	0.56	160	89.89
Waitress	18	10.11	178	100.00

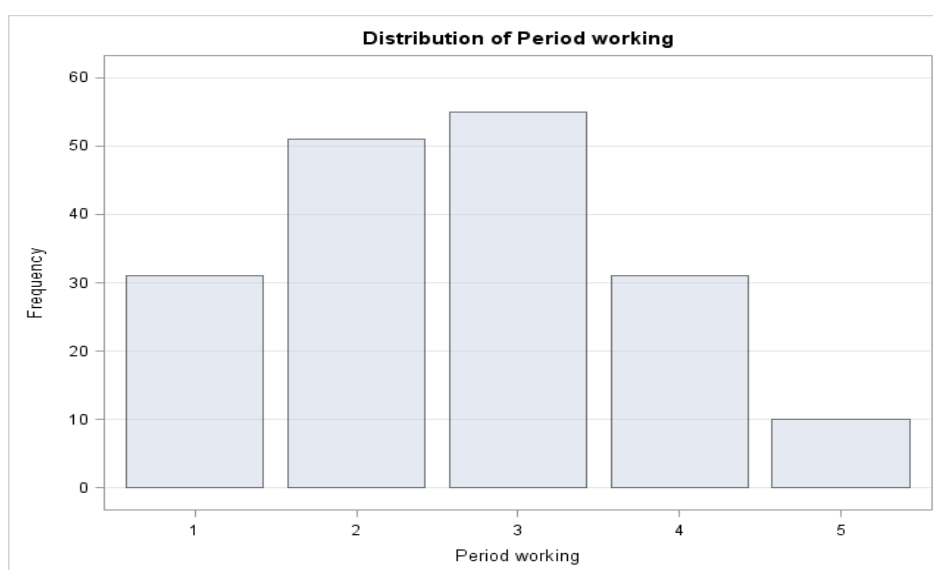
Frequency Missing = 24



WORKING PERIOD

How long work for organization, 1= <6 months, 2= 6 months to <1year, 3= 1 year to <3year, 4= 3 year to <5year, 5= 5 year and above, 99= Missing data

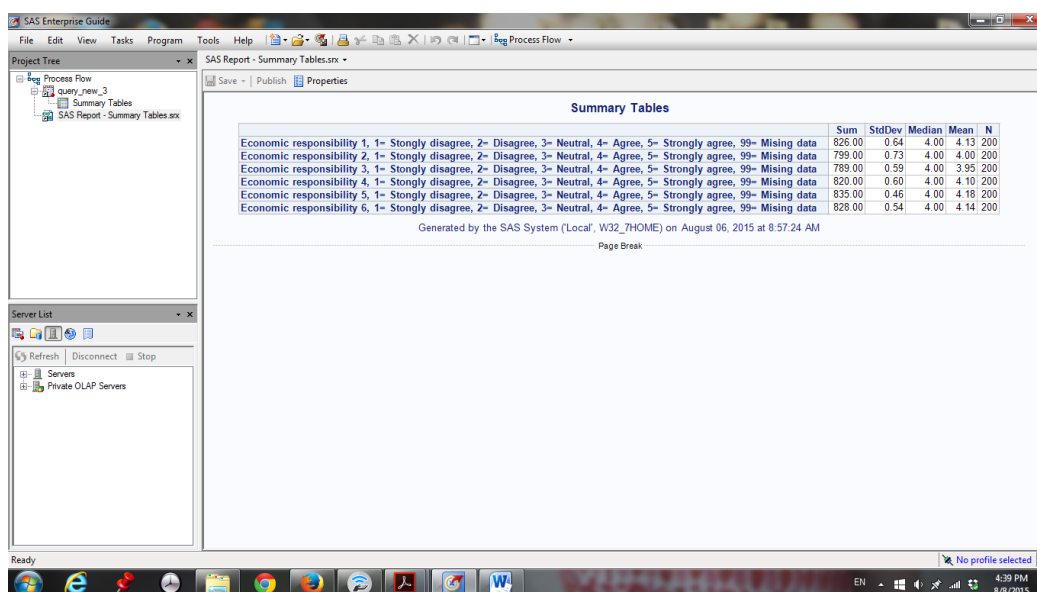
Period working	Frequency	Percent	Cumulative Frequency	Cumulative Percent
1	31	17.42	31	17.42
2	51	28.65	82	46.07
3	55	30.90	137	76.97
4	31	17.42	168	94.38
5	10	5.62	178	100.00
Frequency Missing = 24				



APPENDIX F

SUMMARY OF CENTRAL TENDENCIES MEASUREMENTS

ECONOMIC RESPONSIBILITIES



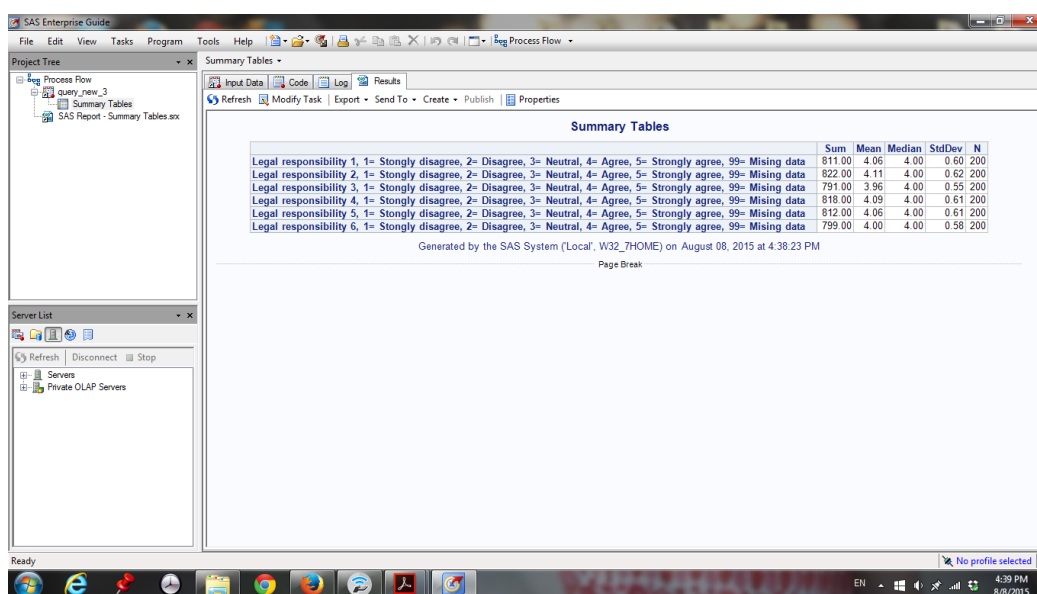
The screenshot displays the SAS Enterprise Guide interface. The main window shows a 'Summary Tables' report titled 'Summary Tables'. The report contains a table with 6 rows of economic responsibilities and 6 columns of statistical measures: Sum, StdDev, Median, Mean, and N. The data is as follows:

	Sum	StdDev	Median	Mean	N
Economic responsibility 1, 1= Strongly disagree, 2= Disagree, 3= Neutral, 4= Agree, 5= Strongly agree, 99= Missing data	826.00	0.64	4.00	4.13	200
Economic responsibility 2, 1= Strongly disagree, 2= Disagree, 3= Neutral, 4= Agree, 5= Strongly agree, 99= Missing data	799.00	0.73	4.00	4.00	200
Economic responsibility 3, 1= Strongly disagree, 2= Disagree, 3= Neutral, 4= Agree, 5= Strongly agree, 99= Missing data	789.00	0.59	4.00	3.95	200
Economic responsibility 4, 1= Strongly disagree, 2= Disagree, 3= Neutral, 4= Agree, 5= Strongly agree, 99= Missing data	820.00	0.60	4.00	4.10	200
Economic responsibility 5, 1= Strongly disagree, 2= Disagree, 3= Neutral, 4= Agree, 5= Strongly agree, 99= Missing data	835.00	0.46	4.00	4.18	200
Economic responsibility 6, 1= Strongly disagree, 2= Disagree, 3= Neutral, 4= Agree, 5= Strongly agree, 99= Missing data	828.00	0.54	4.00	4.14	200

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LEGAL RESPONSIBILITIES



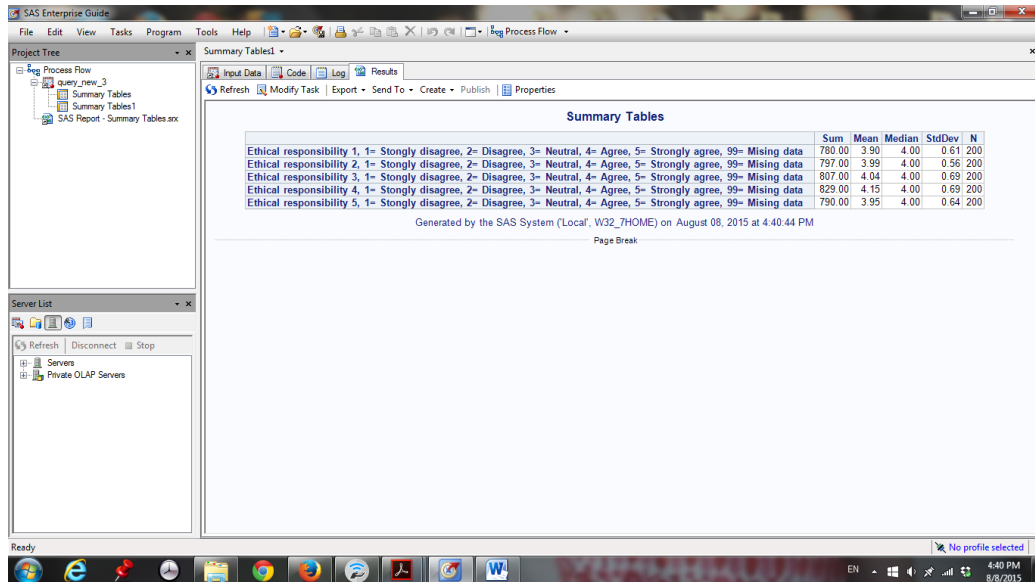
The screenshot displays the SAS Enterprise Guide interface. The main window shows a 'Summary Tables' report titled 'Summary Tables'. The report contains a table with 6 rows of legal responsibilities and 6 columns of statistical measures: Sum, Mean, Median, StdDev, and N. The data is as follows:

	Sum	Mean	Median	StdDev	N
Legal responsibility 1, 1= Strongly disagree, 2= Disagree, 3= Neutral, 4= Agree, 5= Strongly agree, 99= Missing data	811.00	4.06	4.00	0.60	200
Legal responsibility 2, 1= Strongly disagree, 2= Disagree, 3= Neutral, 4= Agree, 5= Strongly agree, 99= Missing data	822.00	4.11	4.00	0.62	200
Legal responsibility 3, 1= Strongly disagree, 2= Disagree, 3= Neutral, 4= Agree, 5= Strongly agree, 99= Missing data	791.00	3.96	4.00	0.55	200
Legal responsibility 4, 1= Strongly disagree, 2= Disagree, 3= Neutral, 4= Agree, 5= Strongly agree, 99= Missing data	818.00	4.09	4.00	0.61	200
Legal responsibility 5, 1= Strongly disagree, 2= Disagree, 3= Neutral, 4= Agree, 5= Strongly agree, 99= Missing data	812.00	4.06	4.00	0.61	200
Legal responsibility 6, 1= Strongly disagree, 2= Disagree, 3= Neutral, 4= Agree, 5= Strongly agree, 99= Missing data	799.00	4.00	4.00	0.58	200

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ETHICAL RESPONSIBILITIES

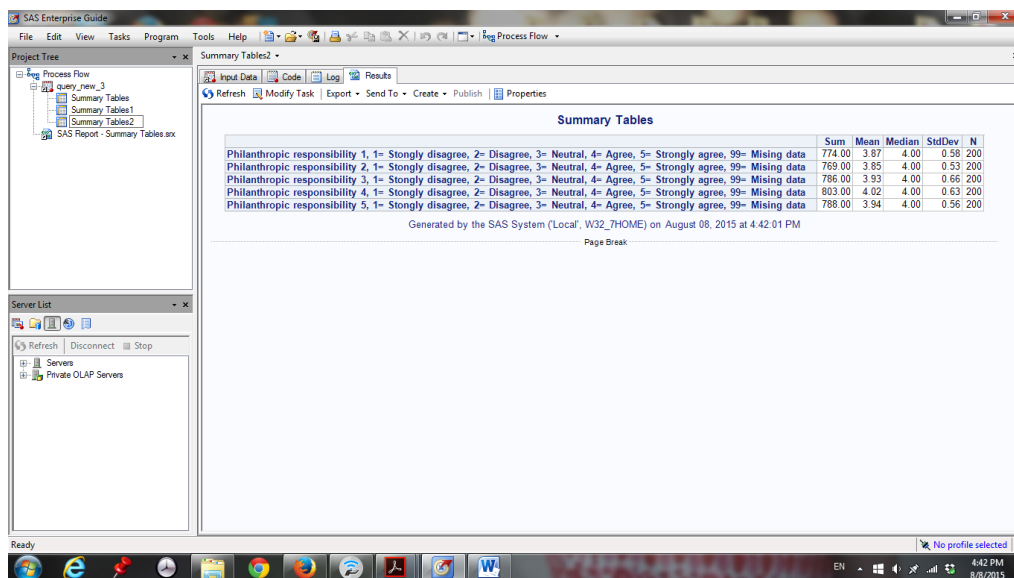


The screenshot displays the SAS Enterprise Guide interface. The main window shows a table titled 'Summary Tables' with five rows of data for ethical responsibilities. The table includes columns for Sum, Mean, Median, StdDev, and N. The Project Tree on the left shows a process flow with 'query_new_3' and 'Summary Tables'. The Server List on the left shows 'Servers' and 'Private OLAP Servers'. The bottom status bar indicates 'Ready' and 'No profile selected'.

	Sum	Mean	Median	StdDev	N
Ethical responsibility 1, 1= Strongly disagree, 2= Disagree, 3= Neutral, 4= Agree, 5= Strongly agree, 99= Missing data	780.00	3.90	4.00	0.61	200
Ethical responsibility 2, 1= Strongly disagree, 2= Disagree, 3= Neutral, 4= Agree, 5= Strongly agree, 99= Missing data	797.00	3.99	4.00	0.56	200
Ethical responsibility 3, 1= Strongly disagree, 2= Disagree, 3= Neutral, 4= Agree, 5= Strongly agree, 99= Missing data	807.00	4.04	4.00	0.69	200
Ethical responsibility 4, 1= Strongly disagree, 2= Disagree, 3= Neutral, 4= Agree, 5= Strongly agree, 99= Missing data	829.00	4.15	4.00	0.69	200
Ethical responsibility 5, 1= Strongly disagree, 2= Disagree, 3= Neutral, 4= Agree, 5= Strongly agree, 99= Missing data	790.00	3.95	4.00	0.64	200

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PHILANTHROPIC RESPONSIBILITIES



The screenshot displays the SAS Enterprise Guide interface. The main window shows a table titled 'Summary Tables' with five rows of data for philanthropic responsibilities. The table includes columns for Sum, Mean, Median, StdDev, and N. The Project Tree on the left shows a process flow with 'query_new_3' and 'Summary Tables'. The Server List on the left shows 'Servers' and 'Private OLAP Servers'. The bottom status bar indicates 'Ready' and 'No profile selected'.

	Sum	Mean	Median	StdDev	N
Philanthropic responsibility 1, 1= Strongly disagree, 2= Disagree, 3= Neutral, 4= Agree, 5= Strongly agree, 99= Missing data	774.00	3.87	4.00	0.58	200
Philanthropic responsibility 2, 1= Strongly disagree, 2= Disagree, 3= Neutral, 4= Agree, 5= Strongly agree, 99= Missing data	769.00	3.85	4.00	0.53	200
Philanthropic responsibility 3, 1= Strongly disagree, 2= Disagree, 3= Neutral, 4= Agree, 5= Strongly agree, 99= Missing data	786.00	3.93	4.00	0.66	200
Philanthropic responsibility 4, 1= Strongly disagree, 2= Disagree, 3= Neutral, 4= Agree, 5= Strongly agree, 99= Missing data	803.00	4.02	4.00	0.63	200
Philanthropic responsibility 5, 1= Strongly disagree, 2= Disagree, 3= Neutral, 4= Agree, 5= Strongly agree, 99= Missing data	788.00	3.94	4.00	0.56	200

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APPENDIX G

SUMMARY OF CENTRAL TENDENCIES MEASUREMENT

AFFECTIVE COMMITMENT



The screenshot displays the SAS Enterprise Guide interface. The main window shows a summary table titled 'Summary Tables' with the following data:

	Sum	Mean	Median	StdDev	N
Affective commitment 1, 1= Strongly disagree, 2= Disagree, 3= Neutral, 4= Agree, 5= Strongly agree, 99= Missing data	816.00	4.09	4.00	0.57	200
Affective commitment 2, 1= Strongly disagree, 2= Disagree, 3= Neutral, 4= Agree, 5= Strongly agree, 99= Missing data	803.00	4.02	4.00	0.52	200
Affective commitment 3, 1= Strongly disagree, 2= Disagree, 3= Neutral, 4= Agree, 5= Strongly agree, 99= Missing data	824.00	4.12	4.00	0.54	200
Affective Commitment 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly agree, 99=Missing data)	687.00	3.44	4.00	1.01	200
Affective Commitment 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly agree, 99=Missing data)	687.00	3.44	4.00	0.99	200
Affective Commitment 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly agree, 99=Missing data)	642.00	3.21	4.00	1.14	200
Affective commitment 7, 1= Strongly disagree, 2= Disagree, 3= Neutral, 4= Agree, 5= Strongly agree, 99= Missing data	690.00	3.45	4.00	1.13	200
Affective Commitment 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly agree, 99=Missing data)	709.00	3.55	4.00	1.07	200

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APPENDIX H

RELIABILITY TEST FOR FULL STUDY

ECONOMIC RESPONSIBILITIES

Correlation Analysis									
The CORR Procedure									
6 Variables: Econ 1 Econ 2 Econ 3 Econ 4 Econ 5 Econ 6									
Simple Statistics									
Variable	N	Mean	Std Dev	Sum	Minimum	Maximum	Label		
Econ 1	200	4.13000	0.64434	826.00000	3.00000	5.00000	Economic responsibility 1, 1= Strongly disagree, 2= Disagree, 3= Neutral, 4= Agree, 5= Strongly agree, 99= Missing data		
Econ 2	200	3.99500	0.72637	799.00000	2.00000	5.00000	Economic responsibility 2, 1= Strongly disagree, 2= Disagree, 3= Neutral, 4= Agree, 5= Strongly agree, 99= Missing data		
Econ 3	200	3.94500	0.58625	789.00000	3.00000	5.00000	Economic responsibility 3, 1= Strongly disagree, 2= Disagree, 3= Neutral, 4= Agree, 5= Strongly agree, 99= Missing data		
Econ 4	200	4.10000	0.60151	820.00000	3.00000	5.00000	Economic responsibility 4, 1= Strongly disagree, 2= Disagree, 3= Neutral, 4= Agree, 5= Strongly agree, 99= Missing data		
Econ 5	200	4.17500	0.46417	835.00000	3.00000	5.00000	Economic responsibility 5, 1= Strongly disagree, 2= Disagree, 3= Neutral, 4= Agree, 5= Strongly agree, 99= Missing data		
Econ 6	200	4.14000	0.54024	828.00000	3.00000	5.00000	Economic responsibility 6, 1= Strongly disagree, 2= Disagree, 3= Neutral, 4= Agree, 5= Strongly agree, 99= Missing data		

Cronbach Coefficient Alpha	
Variables	Alpha
Raw	0.650018
Standardized	0.651335

LEGAL RESPONSIBILITIES

Correlation Analysis									
The CORR Procedure									
6 Variables: Leg 1 Leg 2 Leg 3 Leg 4 Leg 5 Leg 6									
Simple Statistics									
Variable	N	Mean	Std Dev	Sum	Minimum	Maximum	Label		
Leg 1	200	4.05500	0.60315	811.00000	3.00000	5.00000	Legal responsibility 1, 1= Strongly disagree, 2= Disagree, 3= Neutral, 4= Agree, 5= Strongly agree, 99= Missing data		
Leg 2	200	4.11000	0.61628	822.00000	3.00000	5.00000	Legal responsibility 2, 1= Strongly disagree, 2= Disagree, 3= Neutral, 4= Agree, 5= Strongly agree, 99= Missing data		
Leg 3	200	3.95500	0.55181	791.00000	3.00000	5.00000	Legal responsibility 3, 1= Strongly disagree, 2= Disagree, 3= Neutral, 4= Agree, 5= Strongly agree, 99= Missing data		
Leg 4	200	4.09000	0.61137	818.00000	3.00000	5.00000	Legal responsibility 4, 1= Strongly disagree, 2= Disagree, 3= Neutral, 4= Agree, 5= Strongly agree, 99= Missing data		
Leg 5	200	4.06000	0.60683	812.00000	3.00000	5.00000	Legal responsibility 5, 1= Strongly disagree, 2= Disagree, 3= Neutral, 4= Agree, 5= Strongly agree, 99= Missing data		
Leg 6	200	3.99500	0.58022	799.00000	3.00000	5.00000	Legal responsibility 6, 1= Strongly disagree, 2= Disagree, 3= Neutral, 4= Agree, 5= Strongly agree, 99= Missing data		

Cronbach Coefficient Alpha	
Variables	Alpha
Raw	0.714908
Standardized	0.716831

ETHICAL RESPONSIBILITIES

Correlation Analysis									
The CORR Procedure									
5 Variables: Et 1Et 2Et 3Et 4Et 5									
Simple Statistics									
Variable	N	Mean	Std Dev	Sum	Minimum	Maximum	Label		
Et 1	200	3.90000	0.60980	780.0000	3.00000	5.00000	Ethical responsibility 1, 1= Strongly disagree, 2= Disagree, 3= Neutral, 4= Agree, 5= Strongly agree, 99= Missing data		
Et 2	200	3.98500	0.56246	797.0000	3.00000	5.00000	Ethical responsibility 2, 1= Strongly disagree, 2= Disagree, 3= Neutral, 4= Agree, 5= Strongly agree, 99= Missing data		
Et 3	200	4.03500	0.69004	807.0000	3.00000	5.00000	Ethical responsibility 3, 1= Strongly disagree, 2= Disagree, 3= Neutral, 4= Agree, 5= Strongly agree, 99= Missing data		
Et 4	200	4.14500	0.69019	829.0000	3.00000	5.00000	Ethical responsibility 4, 1= Strongly disagree, 2= Disagree, 3= Neutral, 4= Agree, 5= Strongly agree, 99= Missing data		
Et 5	200	3.95000	0.63996	790.0000	3.00000	5.00000	Ethical responsibility 5, 1= Strongly disagree, 2= Disagree, 3= Neutral, 4= Agree, 5= Strongly agree, 99= Missing data		
Cronbach Coefficient Alpha									
Variables						Alpha			
Raw						0.713690			
Standardized						0.717106			

PHILANTHROPIC RESPONSIBILITIES

Correlation Analysis							
The CORR Procedure							
5 Variables: Phi 1 Phi 2 Phi 3 Phi 4 Phi 5							
Simple Statistics							
Variable	N	Mean	Std Dev	Sum	Minimum	Maximum	Label
Phi 1	200	3.87000	0.57860	774.00000	3.00000	5.00000	Philanthropic responsibility 1, 1= Strongly disagree, 2= Disagree, 3= Neutral, 4= Agree, 5= Strongly agree, 99= Missing data
Phi 2	200	3.84500	0.53140	769.00000	3.00000	5.00000	Philanthropic responsibility 2, 1= Strongly disagree, 2= Disagree, 3= Neutral, 4= Agree, 5= Strongly agree, 99= Missing data
Phi 3	200	3.93000	0.66128	786.00000	3.00000	5.00000	Philanthropic responsibility 3, 1= Strongly disagree, 2= Disagree, 3= Neutral, 4= Agree, 5= Strongly agree, 99= Missing data
Phi 4	200	4.01500	0.62989	803.00000	3.00000	5.00000	Philanthropic responsibility 4, 1= Strongly disagree, 2= Disagree, 3= Neutral, 4= Agree, 5= Strongly agree, 99= Missing data
Phi 5	200	3.94000	0.56391	788.00000	3.00000	5.00000	Philanthropic responsibility 5, 1= Strongly disagree, 2= Disagree, 3= Neutral, 4= Agree, 5= Strongly agree, 99= Missing data
Cronbach Coefficient Alpha							
Variables						Alpha	
Raw						0.703986	
Standardized						0.711011	

APPENDIX I

RELIABILITY TEST FOR FULL STUDY

AFFECTIVE COMMITMENT

Correlation Analysis									
The CORR Procedure									
8 Variables: AC 1 AC 2 AC 3 AC4 (R) AC5 (R) AC6 (R) AC 7 AC8 (R)									
Simple Statistics									
Variable	N	Mean	Std Dev	Sum	Minimum	Maximum	Label		
AC 1	200	4.09000	0.56879	818.00000	3.00000	5.00000	Affective commitment 1, 1= Strongly disagree, 2= Disagree, 3= Neutral, 4= Agree, 5= Strongly agree, 99= Missing data		
AC 2	200	4.01500	0.51585	803.00000	3.00000	5.00000	Affective commitment 2, 1= Strongly disagree, 2= Disagree, 3= Neutral, 4= Agree, 5= Strongly agree, 99= Missing data		
AC 3	200	4.12000	0.53576	824.00000	3.00000	5.00000	Affective commitment 3, 1= Strongly disagree, 2= Disagree, 3= Neutral, 4= Agree, 5= Strongly agree, 99= Missing data		
AC4 (R)	200	3.43500	1.01039	687.00000	2.00000	5.00000	Affective Commitment 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly agree, 99=Missing data)		
AC5 (R)	200	3.43500	0.98520	687.00000	2.00000	5.00000	Affective Commitment 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly agree, 99=Missing data)		
AC6 (R)	200	3.21000	1.14123	642.00000	1.00000	5.00000	Affective Commitment 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly agree, 99=Missing data)		
AC 7	200	3.45000	1.12866	690.00000	1.00000	5.00000	Affective commitment 7, 1= Strongly disagree, 2= Disagree, 3= Neutral, 4= Agree, 5= Strongly agree, 99= Missing data		
AC8 (R)	200	3.54500	1.06944	709.00000	1.00000	5.00000	Affective Commitment 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly agree, 99=Missing data)		
Cronbach Coefficient Alpha									
Variables						Alpha			
Raw						0.909035			
Standardized						0.899044			

APPENDIX J

INFERENCE ANALYSES

PEARSON CORRELATION COEFFICIENT

ECONOMIC RESPONSIBILITIES

Correlation Analysis

The CORR Procedure

2 Variables: econ ac

Rectangular Snip

Simple Statistics

Variable	N	Mean	Std Dev	Sum	Minimum	Maximum	Label
econ	200	4.08083	0.36145	816.16667	3.00000	4.66667	econ,1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly agree, 99=Missing data
ac	200	29.30000	5.67459	5860	17.00000	37.00000	ac,1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly agree, 99=Missing data

Pearson Correlation Coefficients, N = 200
Prob > |r| under H0: Rho=0

	econ	ac
econ	1.00000	0.82642
econ,1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly agree, 99=Missing data		< .0001
ac	0.82642	1.00000
ac,1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly agree, 99=Missing data	< .0001	

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LEGAL RESPONSIBILITIES

Correlation Analysis

The CORR Procedure

2 Variables: legal ac

Simple Statistics

Variable	N	Mean	Std Dev	Sum	Minimum	Maximum	Label
legal	200	4.04417	0.38228	808.83333	3.16667	4.66667	legal,1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly agree, 99=Missing data
ac	200	29.30000	5.67459	5860	17.00000	37.00000	ac,1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly agree, 99=Missing data

Pearson Correlation Coefficients, N = 200
Prob > |r| under H0: Rho=0

	legal	ac
legal	1.00000	0.66641
legal,1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly agree, 99=Missing data		< .0001
ac	0.66641	1.00000
ac,1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly agree, 99=Missing data		< .0001

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ETHICAL RESPONSIBILITIES

Correlation Analysis

The CORR Procedure

2 Variables: ethic ac

Simple Statistics

Variable	N	Mean	Std Dev	Sum	Minimum	Maximum	Label
ethic	200	4.00300	0.43720	800.60000	3.00000	4.80000	ethic,1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly agree, 99=Missing data
ac	200	29.30000	5.67459	5860	17.00000	37.00000	ac,1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly agree, 99=Missing data

Pearson Correlation Coefficients, N = 200
Prob > |r| under H0: Rho=0

	ethic	ac
ethic	1.00000	0.53598
ethic,1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly agree, 99=Missing data		< .0001
ac	0.53598	1.00000
ac,1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly agree, 99=Missing data		< .0001

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PHILANTHROPIC RESPONSIBILITIES

Correlation Analysis

The CORR Procedure

2 Variables: philan ac

Simple Statistics

Variable	N	Mean	Std Dev	Sum	Minimum	Maximum	Label
philan	200	3.92000	0.40250	784.00000	3.00000	4.80000	philan, 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly agree, 99=Missing data
ac	200	29.30000	5.67459	5860	17.00000	37.00000	ac, 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly agree, 99=Missing data

Pearson Correlation Coefficients, N = 200
Prob > |r| under H0: Rho=0

	philan	ac
philan	1.00000	0.49942
philan, 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly agree, 99=Missing data		< .0001
ac	0.49942	1.00000
ac, 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly agree, 99=Missing data	< .0001	

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Dana Rezek

AFFECTIVE COMMITMENT

Correlation Analysis

The CORR Procedure

2 Variables: CSR ac

Simple Statistics

Variable	N	Mean	Std Dev	Sum	Minimum	Maximum	Label
CSR	200	4.01200	0.29238	802.40000	3.43333	4.51667	CSR, 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree, 99=Missing Data
ac	200	29.30000	5.67459	5860	17.00000	37.00000	ac, 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly agree, 99=Missing data

Pearson Correlation Coefficients, N = 200
Prob > |r| under H0: Rho=0

	CSR	ac
CSR	1.00000	0.84550
CSR, 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree, 99=Missing Data		< .0001
ac	0.84550	1.00000
ac, 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly agree, 99=Missing data	< .0001	

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Case Break:

MULTIPLE REGRESSION ANALYSIS

Linear Regression Results

The REG Procedure

Model: Linear_Regression_Model

Dependent Variable: ac ac,1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly agree, 99=Missing data

Number of Observations Read	202
Number of Observations Used	200
Number of Observations with Missing Values	2

Analysis of Variance					
Source	DF	Sum of Squares	Mean Square	F Value	Pr > F
Model	5	3064.26845	612.85369	35.56	<.0001
Error	194	3343.73155	17.23573		
Corrected Total	199	6408.00000			

Root MSE	4.15159	R-Square	0.4782
Dependent Mean	29.30000	Adj R-Sq	0.4647
Coeff Var	14.16926		

Parameter Estimates					
Variable	Label	DF	Parameter Estimate	Standard Error	t Value Pr > t
Intercept	Intercept	1	27.97143	0.49621	56.37 <.0001
econ dum	econ dum, 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly agree, 99=Missing data	1	7.62958	1.42142	5.37 <.0001
legal dum	legal dum, 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly agree, 99=Missing data	1	3.92765	1.18608	3.31 0.0011
ethic dum	ethic dum, 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly agree, 99=Missing data	1	3.35951	0.93933	3.58 0.0004
Philan (Dummies)	Philan (Dummies), 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree, 99=Missing Data	1	1.58367	1.02303	1.55 0.1232
gender dummies	gender dummies, 0=Male, 1=Female, 99=Missing Data	1	-65.28808	5.36467	-12.17 <.0001