

A STUDY ON THE INFLUENCE OF CORPORATE
SOCIAL RESPONSIBILITY DIMENSIONS ON
EMPLOYEE ENGAGEMENT IN THE BANKING
INDUSTRY

BY

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


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DECLARATION

We hereby declare that:

- (1) This undergraduate FYP 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 FYP 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 FYP.
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DEDICATION

This dissertation is dedicated to:

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Tertiary educational institution,
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LIST OF ABBREVIATIONS

SPSS	Statistical Package for Social Science
CSR	Corporate Social Responsibility
EE	Employee Engagement
IV	Independent Variables
DV	Dependent Variable
VIF	Variance Inflation Factors

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PREFACE

This research project was carried out by final year students of Bachelor of Business Administration to complete our study of bachelor's degree.

The research topic had been stipulated as “The influence of Corporate Social Responsibility Dimension on Employee Engagement in the Banking Industry”. The purpose of this research is to explore the influence of the corporate social responsibility dimension on employee engagement among the employees in the banking industry. The focus of this research was employees of the banking industry in Selangor, Malaysia.

In contemporary times, corporate social responsibility had been taken seriously in companies. Companies believe corporate social responsibility has a great impact on employee engagement and is related to the organization's success. In the banking industry, the commitment and employee engagement are critical to the organization's future development. However, it has been accused of employees' may initially have an ability to work longer and harder when they fear being let go to prove their worth to their company, but if this sort of remarkable work effort continues to exist for an extended period, it may have negative effects.

This research will provide a deeper insight and idea to the managers and organization on which corporate social responsibility dimension is the most critical that affects the employee engagement in the banking industry.

ABSTRACT

In the competitive business environment, it is particularly critical to understand the importance of corporate social responsibility because employee engagement has a direct impact on the organizational performance and development. Employees who are engaged in corporate social responsibility not only empower them to leverage corporate resources to do good for the world, but also boost employee morale in the workplace and lead to greater productivity. Therefore, it has become an organization's responsibility to establish a culture and environment that enhances employee's work engagement.

In the banking industry, employees who contribute to a company's bottom line are much happier, more satisfied, and more productive. Although there has been much research on employee engagement, relatively little research has been conducted in the banking industry, mostly focusing on areas such as telecommunication, hospitality, and healthcare industries. Therefore, this study chose to use quantitative research to explore corporate social responsibility on employee engagement in the banking industry.

In order to collect data, 150 questionnaires were distributed to employees of the banking industry in Selangor, Malaysia through Google Forms in order to obtain their feedback. After collecting the questionnaire, the data was analyzed using Statistical Package for Social Science (SPSS). Cronbach's alpha reliability test and multiple regression analysis were used in the study to assess the relationship between the dependent variable (employee engagement) and the independent variables (economic responsibility, legal responsibility, ethical responsibility, philanthropic responsibility). The result showed that ethical responsibility and philanthropic responsibility had a significant correlation to employee engagement; economic responsibility and legal responsibility had an insignificant correlation to employee engagement.

CHAPTER 1: RESEARCH OVERVIEW

1.0 Introduction

The purpose of our study is to examine the impact of corporate social responsibility dimensions on employee engagement in the banking industry. We will explain the research background and problem statement. Our objectives and questions will clarify the general objectives and specific objectives. We also will identify the importance of study.

1.1 Research Background

The issues of corporate social responsibility (CSR) and employee engagement are among the most frequently discussed topics in business today. Employee engagement and disengagement refer to the way people bring themselves into work role performances and disengage from them (Kular et al., 2008). Since organizations are designed to gain competitive advantage, it has always been a major concern for organizations. Besides, employee engagement is crucial to accomplishing organizational mission and goals leading to organizational and financial success (Memon et al., 2020). It can lead to an increase in productivity, increased customer loyalty, and decreased absenteeism, among other outcomes. Employee engagement is also known as a person's cognitive, emotional, and behavioral state toward attaining the organization's goals (Shuck and Rose, 2013). The study by Kuranchie-Mensah and Amponsah-Tawiah (2016) indicates that employees who contribute to a company's bottom line are much happier, more satisfied, and more productive. A meaningful existence and sense of belonging are fulfilled by employees mixing with organizations and social groups that have values and qualities that are suitable for their needs. A sense of purpose at work is more important to today's employees than ever before. A sense of making a difference would make a person more engaged in the organization.

According to Qualtrics' 2024 worker trends report, as hybrid work arrangements have evolved over the past year, Malaysian markers of an ideal employee experience have decreased. All major employee experience metrics have decreased from 2023, according to comments from about 37,000 workers worldwide, including more than 500 from Malaysia. Bank Negara Malaysia, the country's central bank, oversees overseeing Malaysian banks. Every day, bankers must manage certain risk variables, which makes it impossible for them to operate with flexibility on a regular basis. In this scenario, these have made it more difficult for workers to get jobs (Jamil, 2023). The National Union of Bank Employees Malaysia (2016) states that changes in government policy such as mergers and layoffs, aimed at bolstering the banking sector, are also a factor in the low level of participation among banking workers. Workers must contend with difficulties brought on by a slowing economy in addition to other problems. This is to guarantee that banks are resilient to economic downturns. Therefore, banks must act quickly to ensure that all their employees remain engaged and that the primary goal of the change is to encourage staff members to find better ways to work and go above and beyond the expectations of their employment.

Examining this pattern suggests that Malaysia's financial services sector, particularly the banking sector as defined by the Tenth Malaysia Plan, is now having difficulties maintaining workers engaged at work. Enhancing employee work engagement as well as maintaining them employed are the two approaches to changing the economy that have been mentioned. At the same time, Malaysia's banking sector is resilient to pressures and difficulties brought on by globalization and the fiercely competitive global market. All things considered, by adding a fresh set of variables and concentrating on the banking sector as a unit of analysis, this study expanded the body of information on job engagement (Saad et al., 2022).

1.2 Research Problem

In recent years, the decline in employee engagement has become a concern for an organization, especially in the banking sector. Employee engagement is greatly

impacted by the continued economic unpredictability in which businesses and their workers operate. Employees may initially have an ability to work longer and harder when they fear being let go to prove their worth to their company, but if this sort of remarkable work effort continues to exist for an extended period, it may have negative effects. As a result, employee engagement will be affected due to the fear of job instability and no consistent salary. Employers would like the employees to assist the firm to accomplish its goals. Similarly, employees desire a rewarding job. An engaged workforce is a term that is frequently being used to characterize the situation of mutual benefit (Gross et al., 2015).

Rahman, Gupta, and Moudad-Ul-Huq (2012) assert that the banking sector is important for the CSR study because it is the cornerstone of the country's economy and plays a crucial role in enhancing social economic welfare. Previous studies have tackled concerns about a particular issue in Malaysia that runs counter to worldwide CSR guidelines. As a result, the banking industry is more sensitive to CSR's impact because it exposes it to a broader range of stakeholders to fulfil their economic objectives. In Malaysia, the level of employee engagement in the banking sector is deteriorating, alarming and gradually hitting the rock bottom (Jamil, 2023).

Numerous research studies have examined the relationship between different employee engagement and CSR activities. According to Chan (2019), while companies have figured out how to incorporate CSR into employee engagement activities, they fail to adequately educate staff members about their CSR goals, plans, and expectations, leaving CSR decision-making in the capable hands of company executives. This makes it harder to determine which CSR initiatives excite different staff groups and which ones are the most effective for the company. This could result in an inability to fully realize CSR's enormous potential and assist them in waging and winning the talent management battle. When CSR programs are executed effectively, employee engagement can be reinforced by showing staff members that the company shares their values, that their contributions will enhance their own social ties, and that they are a part of the organization's broader goal and vision. The current analysis makes use of previous research demonstrating that CSR can benefit firms and employees in a positive and significant way.

To meet its financial objectives, the banking industry is more sensitive to the effects of corporate social responsibility. Financial firms, like banks, engage in CSR initiatives through internal initiatives. The banks use a variety of techniques to improve staff skills and talents, including mini-training sessions, electronic learning modules, work shadowing, seminars, mentoring, and job shadowing. Employee participation in commercial organizational work activities is encouraged by all these activities, which also foster positive attitudes and behaviors among the staff. Furthermore, fair wage policies and equitable possibilities for all employees motivate them to work hard and effectively contribute to the organization's job achievement (Chan, 2019). Additionally, research on how CSR programs affect stakeholders' attitudes and behaviors, particularly those of those who work in the banking or finance industries, appears to be limited in developing nations. Thus, encouraging a sense of dedication and belonging among employees is the largest problem facing Malaysia's companies.

1.3 Research Objective

Based on the research questions, there are general objectives and specific objectives that have been developed.

1.3.1 General Objective

The study's objective is to identify the relationship between employee engagement and corporate social responsibility dimension in the banking sector.

1.3.2 Specific Objectives

1. To determine the influence of economic responsibility on employee engagement.

2. To determine the influence of legal responsibility on employee engagement.
3. To determine the influence of ethical responsibility on employee engagement.
4. To determine the influence of philanthropy responsibility on employee engagement.

1.4 Research Question

1.4.1 General research questions

What are the dimensions of corporate social responsibility that influence employee engagement?

1.4.2 Specific research questions

1. Is there a significant influence of economic responsibility on employee engagement?
2. Is there a significant influence of legal responsibility on employee engagement?
3. Is there a significant influence of ethical responsibility on employee engagement?
4. Is there a significant influence of philanthropy responsibility on employee engagement?

1.5 Hypotheses of the Study

1. There is a significant positive relationship between economic responsibility and employee engagement.

2. There is a significant positive relationship between legal responsibility and employee engagement.
3. There is a significant positive relationship between ethical responsibility and employee engagement.
4. There is a significant positive relationship between philanthropy responsibility and employee engagement.

1.6 Research Significance

This study aims to provide appropriate details to a variety of parties, including the researcher. This study will assist in determining what effect corporate social responsibility dimensions such as economics, legal, ethics, and philanthropy have on employee engagement in the banking industry. Our study examines the relationship of employee engagement and CSR within the banking industry, specifically focusing on the Malaysian context. Drawing upon the renowned Carroll theory perspective, we aim to establish a comprehensive understanding of the influence that CSR practices have on employee engagement in this sector. This study provides valuable insights and shedding light on the intricate relationship between CSR, employee engagement, and the banking industry. With meticulous research methodology and a commitment to advancing knowledge, our study promises to be a valuable resource for academics, practitioners, and policymakers alike.

There is a study examined the influence of corporate social responsibility dimensions on employee engagement, but the research is focused on Iran in automotive industry (Esmaeelinezhad et al., 2015). Our research is the first focused on Malaysia. This is because Malaysia has multiple races including Malay, Chinese and Indian and so on. With the multiple races, perceptions on CSR may be influenced by cultural value and beliefs. By conducting research in Malaysia, we can get different respond to CSR dimensions with different ethnic groups. Another study found that internal CSR dimensions are significantly related to employee engagement. However, no research had been done on how CSR dimension

(economic, legal, ethical, philanthropic responsibility) can lead to influence employee engagement in banking industry, which would have inevitably led to both theoretical and practical contributions from this study. Therefore, our research primary question is how CSR dimensions plays a significant role in employee engagement will be tackled & answered in this study. Rodrigo and Arenas (2008) have addressed and highlighted the paucity & insufficient of studies on the effects of CSR on employee's engagement.

The results provide credible statistical data outcomes that other academics can utilize to further examine the topic. Determining the impact of corporate social responsibility dimensions can help firms develop effective approaches to encouraging their employees to become more involved in the banking industry. Furthermore, this study delivers different perspectives on the components of corporate social responsibility, which may lead to increased commitment among employees. This research will additionally present more details on the elements of corporate social responsibility in a firm to increase worker engagement. As a result, the company and the investigator could gain information from this study's findings for the purpose better comprehend the influence that will improve the organizational commitment among employees and come up with a well-organized that can increase employee engagement, particularly in the Malaysian setting, in the hope that the four dimensions will reduce the employee disengaged in organizations.

1.7 Chapter Layout

The first chapter discusses the study's overview, including its research background, the problem statement, the research questions, study objectives, and hypotheses, as well as its significance.

In chapter 2, a comprehensive literature review of the research topic will be presented. As part of the review, the underlying theories are analyzed, the literature is reviewed, a conceptual framework is proposed, and hypotheses are developed.

Chapter 3 describes the design and methods used during data collection and analysis. It covers both the analysis method and the data processing method.

Chapter 4 summarizes the research results and explains how the data was analyzed. It conducts descriptive analysis, scale measurement, and inferential analysis.

The final chapter will present a detailed analysis of the main research findings. It discusses current research's theoretical and practical implications. Further, it provides a summary of the study, its limitations, and suggestions for future research.

1.8 Chapter Summary

This serves as the research's skeleton by presenting the study's background, identifies the problems relevant to the study, and develops research questions, research hypotheses, and the significance of the study, which are the central concepts that guide this study. Based on prior research, the significance of internal corporate social responsibility is examined.

CHAPTER 2: LITERATURE REVIEW

2.0 Introduction

In this chapter, employee engagement is the dependent variable, and the independent variables. The objectives and questions of the research provide the foundation for the conceptual framework. Moreover, this chapter concludes with the chapter summary.

2.1 Underlying theories

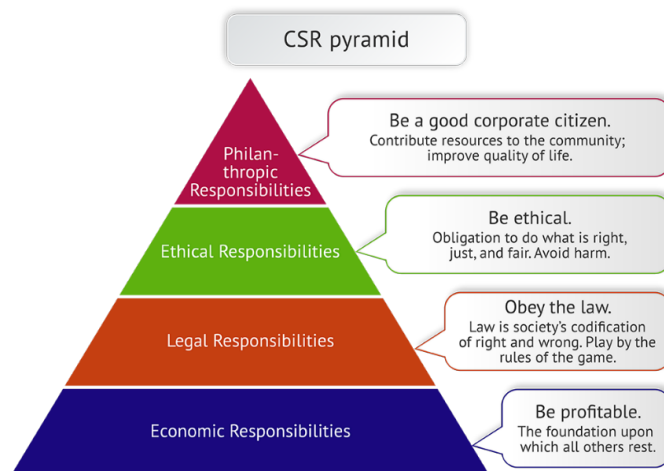


Figure 2.1: Carroll's Theory.

In this part, we will use The Carroll's theory to measure employee engagement. There are four categories in the Carroll's theory which includes economic, legal, ethical, and philanthropic responsibilities. Carroll's theory is made up of four categories that serve as the framework for the company's responsibilities toward society (Brin and Nehme, 2019). The theory was chosen as a geometric shape because it is straightforward and easy to understand (Carroll, 2016).

Firstly, the **economic responsibilities** in Carroll's theory where the purpose of a corporate organization is to provide goods and services that society requires and profit from their sale (Carroll and Shabana, 2010). According to Esmaeelinezhad et al. (2015), the company should develop new products and services, promote innovation, and foster technical improvements, explore new resources, assign fair salaries for employees which will lead to employee engagement.

Moreover, the **legal responsibilities** placed on businesses by the rules and regulations of the society encompass both positive and negative responsibilities (Carroll and Shabana, 2010). Legal responsibilities are tied to organizations' expectation that it will abide by social norms that govern how businesses carry out their commercial objectives. One instance of adhering to such legal responsibilities would be to implement clear social policies within the company that ensure all employees receive equal treatment regardless of their nationality (Besieux et al., 2018).

Apart from that, the **ethical responsibilities** are not governed by law, but rather, are strongly enforced by the societal environment in which the organization functions. They mention social obligations that go beyond the letter of the law (Besieux et al., 2018). Businesses are portrayed as acting morally and fairly, justly, and in accordance with the law. Therefore, ethical responsibility is made up of behaviors that, despite not being defined or structured in legislation and still required by society's citizens such as treating others with respect and abstaining from societal damages (Esmaeelinezhad et al., 2015). These favorable perceptions that stakeholders have of organizations increase employees' positive sense of fulfillment, and commitment to their jobs (Nyuur et al., 2022).

Lastly, the **philanthropic responsibilities** of business include those corporate behaviors that are in reaction to society's expectation that business be an adequate corporate citizen. Taking part actively in initiatives that advance the welfare of people or goodwill is included in this (Carroll and Shabana, 2010). These programs and activities can be created by fostering inter-employee's communication, fostering teamwork, attempting to solve community-based projects, constructing

opportunity scales, and generating accessible business by adapting to the community. Hence, employee engagement is involved since they perceive themselves as valued members of the organization (Nasir Ansari and Irfan, 2023).

2.2 Review of variables

2.2.1 Employee Engagement

Employee involvement has become more popular in research over the past few years (Nel et al., 2019). Many people characterize employee engagement as having an impact on improved organizational performance, particularly in the practitioner community where the emphasis is on achieving the desired organizational goals (Sundén and Neiderstam, 2019). According to Mehra (2018), employee engagement is essential for acquiring a competitive edge. Based on Bokhari (2019), engaged employees increase customer satisfaction and revenue.

Sundén and Neiderstam (2019) argue that employee engagement is determined by the individual's willingness to engage, and that engagement can be observed through behaviour. Employee engagement also refers to the cognitive, emotional, and behavioural behaviours of an individual directed toward the organization's objectives. Employee engagement elements include the business case, work happiness, and intention to remain (Mehra, 2018). Employee engagement is defined as the ability of individuals to engage in their work roles physically, cognitively, and emotionally (Chaudhary, 2017).

Bokhari (2019) defines employee engagement as a multidimensional concept made up of cognitive, emotional, and behavioural components. Cognitive aspects of the job involve an employee's perception of their organization, their leader and their working conditions. Emotional engagement is the feeling that employees have about each of those factors. An employee's behaviour refers to how much effort he or she expends for the purpose of fulfilling their work role.

Employees that are disengaged emotionally and cognitively withdraw from the workplace. Their level of satisfaction is lower than engaged employees. Employees who are engaged perform significantly better than those who are not (Mehra, 2018). Disengagement in employees can take many forms, including absenteeism, poor performance, cynicism, and low trust in the organization. The engagement dilemma has important financial ramifications as well. Engagement has become increasingly important because of its positive outcomes for individuals as well as organizations. Having engaged employees may result in a number of positive business outcomes. Since engagement is well-established as a crucial element of talent management and business success, enhancing engagement is a key initiative (Chaudhary, 2017). Mehra (2018) found that social responsibility has a stronger link with employee engagement than environmental responsibility.

2.2.2 Corporate Social Responsibility

A company's CSR refers to its economic, legal, ethical, and philanthropic commitments to society. Since Carroll's definition of CSR being the most widely accepted definition, this study employs Carroll's CSR ideals, which provide a framework for businesses to think about the social and environmental effects of their operations on society and aim toward having a positive influence (Sundén and Neiderstam, 2019). There have been several citations to Carroll's CSR pyramid over two decades and it remains relevant today (Olayemi, 2023). Carroll created the four CSR dimensions that CSR must be properly structured to include the whole spectrum of company obligations in order to receive high recognition from conscientious businesspeople (Radwan and Radwan, 2015). In this study, we are using corporate social responsibility dimensions as independent variables which are economic, legal, ethical, and philanthropic.

2.2.2.1 Economic responsibility

Carroll (1979) defined an organization's economic responsibility as the duty to make available to society the commodities and services they make money from selling. Businesses are expected to make a profit in this way. Economic responsibility illustrates the financial and competitive health of a firm. An economic indicator shows how financially responsible a firm is in terms of being profitable, competitive, and operating effectively. Carroll and Shabana (2010) contends that organizations need to be financially accountable to the society that permitted them to be created if they want to survive.

2.2.2.2 Legal responsibilities

A company's economic responsibility to society is not just being fiscally responsible, but also complying with all laws and regulations governing its operations. Legal responsibility means obeying federal, state, and local laws and regulations. An organization is easily accepted by society if it complies with all societal norms and regulatory requirements. All components of CSR that fall inside a legal framework are considered legal responsibility which includes health and safety regulations for workers, the elimination of child labour, bonded labour, and forced labour legislation. There should be open communication and equitable treatment of all stockholders and stakeholders (Chaudhary,2017). According to Carroll (2021), legal and economic dimensions are linked because companies perform economic responsibilities within legal frameworks.

2.2.2.3 Ethical responsibilities

Ethical responsibility is about doing the right thing, being fair, and avoiding harm to stakeholders. This includes standards and expectations that represent distress for shareholders, employees, consumers, and society to preserve and protect their moral rights. According to Carroll (1979), economic and legal responsibilities include

ethical components. Although the above two dimensions include ethical standards, some activities, and actions are still ethically relevant even if they are not forbidden by law. As a result, ethical duties are those that are anticipated by society but are not covered by either the legal or the economic dimensions. According to Carroll (2016), a company must follow both the "spirit" and the "letter" of the law to be considered ethical. An ethical company must conduct its business fairly and objectively, regardless of whether these practices are required by law. In contrast to legal responsibility, ethical responsibility goes beyond that.

2.2.2.4 Philanthropy responsibility

Philanthropic responsibility means contributing resources to the community and promoting goodwill and human welfare. It also refers to a company's benevolence toward society. The philanthropic responsibility concept is an investigation into the social contract between an organization and society, which reveals how people expect the organization to behave ethically and responsibly (Carroll, 2016). It comprises all of the practices used to enhance business image such as the provision of charity, the improvement of societal cleanliness, the opening of orphanage houses, and so on. Carroll (2016) defines philanthropy responsibility as an organization showing generosity towards its immediate community without taking responsibility for that contribution. It is increasingly important that companies show kindness to the communities in which they operate because stakeholders expect it from them every day. There is no profit motivation driving it. By addressing social issues, philanthropic responsibility works to increase the quality of life on earth and help those who are less fortunate. Philanthropic responsibility is a cost to the business since the competitor is not going to bear this expense, while others consider it as a publicity stunt (Mehra, 2018). As a result, businesses must give back to the communities that support and aid them as a social expectation in every society.

2.3 Hypotheses Development

The proposed hypotheses should be well justified by past literature. People always act and behave toward others with the intention of receiving benefits in return. As a result, when employees of a company receive support on different levels, including financial and socio-emotional, they are likely to express their gratitude. According to the principle of reciprocity, employees are motivated to repay their employer for the positive treatment they get. Levels of engagement fluctuate according to how much they believe a role is benefiting them. It also asserted that proper compensation benefits are crucial for engagement even if a lack of compensation benefits plans may result in burnout. When a firm rewards its employees, they will feel compelled to respond with higher levels of engagement. Furthermore, it suggests that individuals prefer to form their mutual impacts from the sources of their benefits. In addition, it suggests that individuals prefer to form their mutual impacts from the sources of their benefits. Consequently, it can be assumed that:

H1: There is a positive relationship between economic responsibility and employee engagement.

Organizations and stakeholders, such as employees, have a reciprocal relationship. If companies exercise their power in a moral, lawful, and responsible manner, stakeholders will respond by engaging in actions that are advantageous to the organization. Legal citizenship influences team performance via team efficacy (Esmaeelinezhad et al., 2015). According to Carroll (1979), corporations are obligated to carry out their objectives in accordance with the law, and as a result, a culture of upholding legal obligations can inspire organizational trust and employee engagement. Contrarily, if a company defies the law and behaves illegally, it undoubtedly causes negative emotional reactions in the employees, such as fear, distrust, and insecurity, which has the effect of discouraging them from working (Chughtai et al., 2008).

H2: Perceived legal responsibility has a positive effect on employee engagement.

Employees are likely to be impacted by the company and its associations when they are aware that moral principles and ethics are introduced and applied in their workplace beyond the bare minimum of legal requirements (Lin, 2010). This leads to a positive relationship between ethical responsibility and employee engagement. Employees will develop a sense of obligation toward the organization and are eager to reciprocate with more supportive and collaborative actions, as well as with a higher level of commitment, when the organization treats them well and they perceive the organization's commitment to them through various practices such as providing training and supporting their education, human rights, developing health and safety conditions in the work environment (Al-bdour et al., 2010). Another study looking at service employees' perspectives discovered that only the ethical aspect of CSR significantly affects job satisfaction. Additionally, it discovered a positive connection between an ethical workplace and employee engagement.

H3: Perceived ethical responsibility has a positive effect on employee engagement.

According to Carroll (1979), discretionary corporate obligations are those over which society lacks a coherent business strategy and which are left to individual judgment. Examples include giving to charity, building alliances with nonprofit organizations, and safeguarding charitable contributions, as well as safeguarding social welfare or environmental resources. According to certain evidence, discretionary citizenship, which is externally focused or volunteer actions that can aid society, is shown to be positively associated with employee engagement (Lin, 2010). Consequently, it can be assumed that:

H4: Perceived philanthropic responsibility has a positive effect on employee engagement.

2.4 Proposed Theoretical/ Conceptual Framework

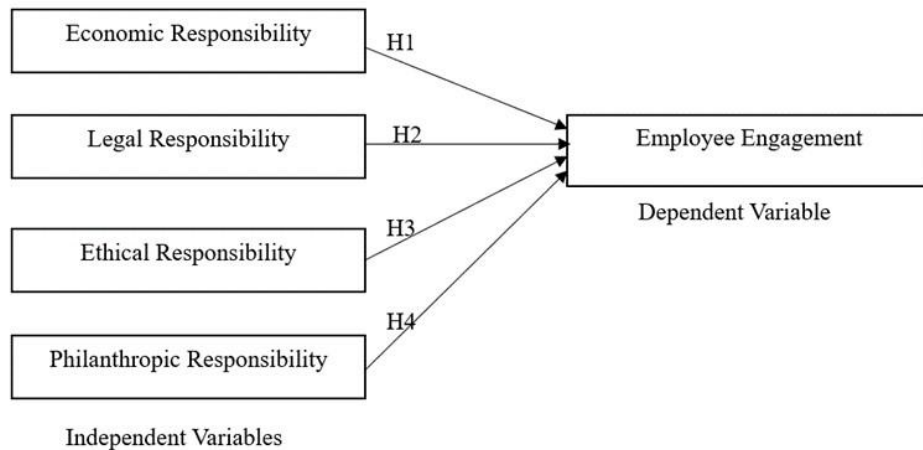


Figure 2.4: The influence of corporate social responsibility dimensions on employee engagement

The research conceptual framework for this research is focused on the concept of CSR which has a direct impact on employee engagement based on the four dimensions. Based on the diagram above, there are independent variables and dependent variables that influence employee engagement.

Firstly, one of the dimensions that influence employee engagement is economic responsibility. The impact of economic responsibility can be supported by Carroll's pyramid of CSR. Economic responsibilities are for companies to be competent to sustain and the best way to do so is to be financially viable in order to encourage shareholders and investors to make investments and have sufficient funds for maintaining and operating. Economic responsibilities have the greatest impact on employees if the organization is not able to sustain itself, both groups are impacted severely (Carroll, 2016).

The second factor is legal responsibility. The fundamental principles under which companies must function are the rules and regulations imposed by the government. Fulfilling legal and charitable obligations can demonstrate a company's dedication to following the law and caring for the community. By enabling their employees to have suitable training and rewarding career options, employers may increase

employee engagement (Rinawiyanti et al., 2021). Employees have greater expectations regarding financial organizations' commitment to maintaining legal responsibility due to the common norms of adhering to rules and regulations in the banking industry (Wang and Pala, 2021).

Furthermore, the third dimension is ethical responsibility. Although they do not exist in legislation, ethical duties include behaviors, norms, regulations, and routines that are required or banned by society. Employees must be recognized as the core of the organization. Enterprises should participate in CSR activities that promote good working conditions, and they should provide social and medical insurance to their employees. Employees participating in social responsibility programs report improved personal wellbeing (Vuong and Bui, 2023). Employee involvement in CSR projects and employee engagement are linked. Employees' perspectives on CSR events are important when a company adopts CSR initiatives that demand employee participation (Appiah, 2019).

The last dimension is philanthropic responsibilities. Organizations participate in a wide range of charitable activities to accomplish their perceived philanthropic responsibilities, such as monetary gifts, goods and services contributions, volunteering by workers and executives, and community development contribution to the society or the stakeholders that comprise the community. Philanthropic obligations have the greatest impact on communities and charitable groups. They also have an impact on employees, as some study has found that a business's philanthropic activity is significantly related to its employees' happiness and willingness to work (Carroll, 2016).

2.5 Chapter Summary

In this chapter, we have included the dependent variable which is employee engagement and four independent variables which are economic, legal, ethical and philanthropic responsibility. It described the methods taken to obtain each variable

from the relevant study. On the basis of the literature review, we have also developed hypotheses and presented a conceptual framework. We will continue using the research approach to explain how we conduct the study in chapter 3.

CHAPTER 3: METHODOLOGY

3.0 Introduction

The foundation for this chapter was laid in chapter 2, which concentrates on the secondary data literature assessment, the study organization, and the hypothesis. A thorough explanation of the procedures or data analysis techniques utilized in the study is provided in the third chapter, which is dedicated to research methodology. This chapter explains how to conduct the research project and how to assess a study's overall reliability and validity in order to make business judgments.

It includes a method for gathering data, a research publication design, a sampling design (which will be used in the lead-up to, during, and analysis of the data gathered for the research), interviews, surveys, other research techniques, measurement scales, and a method for analyzing data (which includes both current and historical data) to produce meaningful results.

3.1 Research Design

The chosen research design for this study is casual research. Basically, casual research focuses on the cause-and-effect relationship between dependent and independent variables. At the beginning of the study, we wondered whether the independent variables might influence employee engagement. Upon reviewing some research and questionnaire surveys, we believe that economic, legal, ethical, and philanthropic responsibility could have an impact on employee engagement. In other words, economic, legal, ethical, and philanthropic responsibility would affect employee engagement.

Besides, quantitative and qualitative data are frequently utilized to distinguish between different data-gathering methods and data-processing approaches. In this project, quantitative research has been chosen. Quantitative research is a form of

numerical or statistical data, which is collected from questionnaires and surveys and characterized by statistical analysis. As to know how economic, legal, ethical, and philanthropic responsibility have affected employee engagement. Thus, in this study, we choose to gather data from employees in the banking industry.

3.2 Data Collection Methods

Conducting surveys is the most typical method for collecting data in quantitative research. A survey is a procedure where study participants reply directly to a structured questionnaire developed by the researcher. The methods used to acquire data can be broadly divided into two groups. Whether primary or secondary data collection strategies are employed will depend on the type of information being acquired and the method that is selected (Cuemath, n.d.).

3.2.1 Primary Data

Primary data are ones that are collected expressly for the study subject using techniques that are most effective for that particular research challenge (Hox and Boejie, 2005). In our study, we use the methodologies of **questionnaires** by running an online survey to get information from respondents. The questionnaire includes a collection of questions that are given to our intended respondents, employees of the banking industry, so they can fill it out with their responses. It works well since respondents can be prompted to reply right away. We send the survey to employees from the banking industry via E-mail and LinkedIn, because it will be more effective for us to conduct the survey through an online platform.

3.3 Sampling Design

Sample design is used to obtain data on the population's features by implementing a survey or a census that emphasizes other significant areas of the survey to fulfill the research objectives. According to Malhotra et al (2012), samples are used due to limited search budget and time since larger population size & a small amount of variance of interest are interrelated with the size of the unit in terms of the characters of interest to the survey.

3.3.1 Target Population

The primary goal of this research is to evaluate the relationship of corporate social responsibility on employee engagement in the banking sector. As a result, the target population for this research will be the employees of the banking sector in Malaysia. According to The Association of Banks in Malaysia (2022), there are 102,264 employees in the banking sector in Malaysia.

3.3.2 Sampling Frame and Sampling Location

The list of the targeted population acts as the sampling frame in our study. Entire efforts were invested to figure out the sampling frame within the selected banks. However, the details from the banks were unable to be obtained due to the banks' privacy policy concerns. The list was obtained from external sources such as the internet that covers some official websites, nevertheless, there was limited information as a result of their privacy bases as well. Despite the fact, it has been illustrated that there are a several number of banks whose headcounts have been disclosed, yet the exact figure or total numbers of employees working in the banking sector across Selangor was unable to be quoted. Thus, there is no sampling frame.

The sampling location refers to the exact place where the research will be conducted. We have selected Selangor, as the city has the largest numbers of banks compared to other cities in the country. Selangor has 647 banks, more than any other state in Malaysia (Malaysian Bank and Financial Institution Directory, 2023). For example, a group of May bankers started an initiative in 2013 to increase the quality of life for residents of Carey Island, Selangor, Malaysia. The initiative tackled a wide variety of problems, including low educational awareness, drug and alcohol addiction, poor hygiene and healthcare, elderly abandonment, the high rate of single parenting, and absence of facilities and extracurricular youth activities. Maybank volunteers first took their time to interact with the community and build acceptance and trust, visiting about 100 homes. Additionally, they collaborated with a number of organizations to help the project. In these ways, the program empowered communities in charge of their own economic and social growth (Maybank, 2013).

3.3.3 Sampling Elements

In the process, any individual from the organization that is connected to and relevant to the study's goal may be chosen as a sample unit (Malhotra et al., 2012). Executive officers were selected as the target respondents in this analysis as they are more well-versed in terms of CSR than non-executives. Based on the findings, managers and executives are key drivers for corporate social responsibility (Martín et al., 2022). On the other hand, non-executives in which those employees are not skilled enough to comprehend the significance and implementation of CSR. Thus, executives are mostly someone with a substantial and vast amount of experience in CSR. The executive or managerial employees of Selangor, Malaysia's banking sector have an equal chance of being chosen to be part of the research samples because they can provide the pertinent data for this study based on their individual perspectives, knowledge, and professional experiences.

3.3.4 Sampling Technique

In this quantitative analysis, a non-probability sampling approach was applied. It provides a range of alternative strategies where the probability of selecting any individual from the population is unknown and samples are selected mostly based on non-probability sampling technique. There is no right way for examining the chance of any one variable being integrated that is not fully representative of the population because the selection is not completely randomized (Zikmund et al., 2010)

Purposive (judgmental) method is the sampling technique used in this study, and it is ideal for investigating data that aims to meet the study's requirements. Judgment sampling, referred to as purposeful sampling, is the intentional choice of a participant based on the characteristics of the subject. It is a nonrandom technique, and neither underlying theories nor a set quantity of participants are necessary. After deciding what needs to be understood, the researcher searches for individuals who can and are willing to provide the information based on their expertise or experience. Purposive sampling aims to concentrate on people with characteristics who will be more suitable to help with the relevant research than random studies, which purposely include a varied cross section of ages, ethnicities, and cultures (Etikan, 2016).

Purposive sampling includes a greater alignment of the sample with the objectives and purposes of the research, enhancing the accuracy of the investigation and the reliability of the findings. The main goal of purposeful sampling is to focus on traits of a population that are important for answering your research questions. To guarantee that the types of people who might be involved in the final collection of samples for the study project, purposeful (Judgment) sampling approaches replace random sampling (Campbell et al., 2020). In this research, the researchers use a few criteria of judgment such as (the respondent should be executive officers in the banking sector).

3.3.5 Sampling Size

A representative sample size is chosen from the population to represent the research subject. According to our studies, sample size should be determined by G power analysis. By considering the portion of a model with the greatest number of predictors, power analysis establishes the minimum sample size. Calculating the minimum sample size necessary needs knowledge of power, effect size, and significance level. The skill of a statistician to correctly reject the null hypothesis when it is incorrect (is referred to as power (1- error probability)). In social scientific research, a value of 80% or more is sufficient (Memon et al., 2020).

As a result, the research model is tested using the entire responses of target respondent employees from the banking sector in Selangor. The minimum sample size of respondents is 129. The total number we get is 150 respondents would be adequate for the analysis. The sample size was analyzed through the G-Power analysis which incorporates multiple linear regression analysis. A multiple regression analysis is a multivariate statistical method for exploring the linear relationship between multiple independent variables (IVs) and one dependent variable (DV).

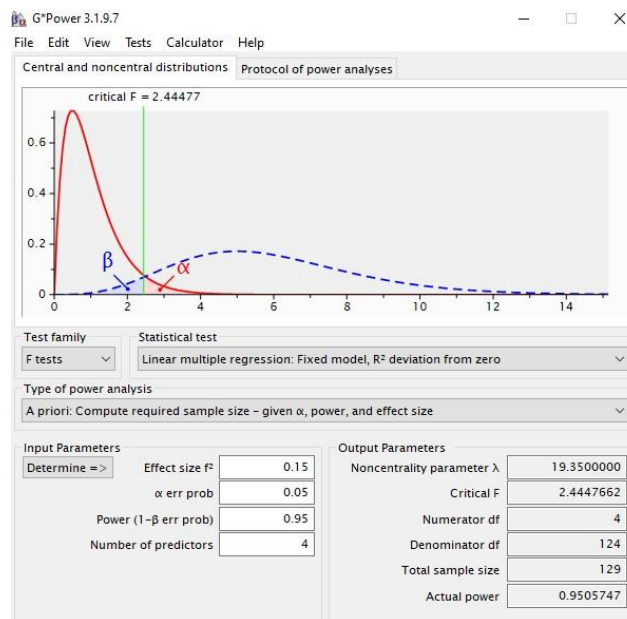


Figure 3.3.5: Total sample size from G-Power software.

3.4 Research Measurement

3.4.1 Questionnaire Survey

The questionnaire is the research method that we apply to obtain data for our study. In our survey, we use closed-ended questions. We utilize closed-ended questions because they are straightforward and quick to answer since employees only need to select one of the answers from different choices. Furthermore, it can immediately discover how many respondents choose each option. The whole questionnaire consists of six sections Section A consists of 5 demographic questions. Section B to E are created based on independent variables and section F is based on dependent variables. A five-point Likert scale is used to evaluate the questionnaire.

3.4.2 Pilot Test

Pilot tests are small-scale, exploratory studies to determine whether important components of a greater investigation are performing correctly. For pretesting questionnaires, researchers recommended a sample size of 30 participants (Perneger et al., 2015). In this pilot study for our study, we requested 30 respondents to complete the questionnaire. It was carried out to determine whether every respondent had an equal understanding of the problem. Due to the influence in CSR dimensions, we distributed the questionnaire to 30 respondents via LinkedIn and email to bank employees. The feedback is then imported and evaluated using the SPSS software, which is used to determine the reliability of the questionnaire.

During pilot testing, 30 sets of questionnaires were distributed to bank managers or executives via LinkedIn and email in Selangor, Malaysia to determine the reliability of the surveys. Response was properly collected and comprehended once the questionnaires were returned. The questionnaire's reliability is assessed using SPSS software, which imports and evaluates feedback.

3.4.3 Filter Questions

Filter questions are frequently used to establish a respondent's suitability for further analysis (Eckman et al., 2014).

Table 3.4.3: *Filter questions*

1	Are you currently working as an executive or managerial position? <ul style="list-style-type: none">• Yes• No (If no, then this questionnaire is not relevant to you, thank you for your time.)
2	Are you aware of the CSR activity of the bank? <ul style="list-style-type: none">• Yes• No (If no, then this questionnaire is not relevant to you, thank you for your time.)

3.5 Construct Measurement

3.5.1 Scale Measurement

We have used scales of measurements to categorize types of variables before conducting research. The four categories of measurements are nominal, ordinal, interval, and ratio scales (Bashir, 2018).

3.5.1.1 Nominal Scale

Since there are no quantities indicated, the value does not have to be in a number. It includes 3 nominal questions.

Table 3.5.1.1: *Nominal scale*

1	Are you currently working in an executive or managerial position? <ul style="list-style-type: none"> • Yes • No
2	Gender: <ul style="list-style-type: none"> • Male • Female
4	Ethnic group <ul style="list-style-type: none"> • Malay • Chinese • Indian
6	Are you aware of the CSR activity of the bank? <ul style="list-style-type: none"> • Yes • No

3.5.1.2 Ordinal Scale

An ordinal scale is a type of ranking system. It includes 2 ordinary questions.

Table 3.5.1.2: *Ordinal scale*

3	Age <ul style="list-style-type: none"> • 20 years old and below • 21 to 30 years old • 31 to 40 years old • 41 to 50 years old • 51 years old and above
5	How long have you been working for this (current) organization? <ul style="list-style-type: none"> • Less than 1 year • 1-5 years • 5-10 years • Above 10 years

3.5.1.3 Interval Scale

The data can be classified, ranked, and uniformly separated. We have used an interval scale in Sections B, C, D, E, and F of the questionnaire.

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Section D: Ethical Responsibility						
No	Question	SD	D	N	A	SA
1	My company has a comprehensive code of conduct	1	2	3	4	5
2	Members of my company follow professional standards	1	2	3	4	5
3	Top managers monitor the potential negative impacts of our activities on our community	1	2	3	4	5
4	My company recognized as a trustworthy company	1	2	3	4	5
5	Fairness toward co-workers and business partners is an integral part of our employee evaluation process	1	2	3	4	5
6	A confidential procedure is in place for employees to report <u>any</u> misconduct at work (such as stealing or sexual harassment)	1	2	3	4	5
7	My company salespersons and employees are required to provide full and accurate information to all customers	1	2	3	4	5
	business					
Section C: Legal Responsibility						
No	Question	SD	D	N	A	SA
1	Managers are informed about relevant environmental laws	1	2	3	4	5
2	All my company products meet legal standards	1	2	3	4	5
3	My company contractual obligations are always honored	1	2	3	4	5
4	The managers in my company try to comply with the law	1	2	3	4	5
5	My company seeks to obey with all laws regulating hiring and employee benefits	1	2	3	4	5
6	My company have programs that encourage the diversity of our workplace (in terms of age, gender, or race)	1	2	3	4	5
7	Internal policies prevent discrimination in employees' compensation and promotion	1	2	3	4	5

Table 3.5.1.3: *Interval scale*

Section E: Philanthropic Responsibility						
No	Question	SD	D	N	A	SA
1	My company tries to improve the image of its product	1	2	3	4	5
2	My company tries to improve perception of its business conduct	1	2	3	4	5
3	My company tries to improve its corporate image	1	2	3	4	5
4	My company tries to help the poor	1	2	3	4	5
5	My company tries to contribute toward bettering the local community	1	2	3	4	5
6	My company tries to fulfill its social responsibility	1	2	3	4	5
7	My company tries to accommodate governmental request	1	2	3	4	5
8	My company tries to accommodate requests for NGOs	1	2	3	4	5

Section F: Employee engagement						
No	Question	SD	D	N	A	SA
1	This organization provides enough opportunities for me to be able to learn and grow.	1	2	3	4	5
2	My mind often wanders, and I think of other things when doing my work	1	2	3	4	5
3	I would accept almost any type of assignment to keep working for this organization.	1	2	3	4	5
4	I am expecting to put in a great deal of effort beyond that normally expected to help this organization.	1	2	3	4	5

3.5.1.4 Ratio scale

The highest scale is the ratio scale, which assists researchers in categorizing objects, ranking, or ordering them, and comparing variances or intervals (Bashir, 2018). The questionnaire that we constructed for this section does not include a ratio scale measurement.

3.5.2 Origin of Construct

Table 3.5.2: *Origin of Construct Measurement*

No	Variables	Details	Adapted from
1	Economic Responsibility	Section B question 1-7	Ramaditya, 2019
2	Legal Responsibility	Section C question 1-7	Ramaditya, 2019
3	Ethical Responsibility	Section D question 1-7	Ramaditya, 2019
4	Philanthropic Responsibility	Section E question 1-8	Ramaditya, 2019
5	Employee Engagement	Section F question 1-4	Hussain et al., 2013

3.6 Data Processing

Data processing is a critical component in the transformation of original data into valuable information. This process includes four different stages which are data checking, data editing, data coding, and data transcription.

3.6.1 Data Checking

Data checking is used to carefully identify and correct errors or inconsistencies in data sets to ensure their accuracy. Since our research aim is the impact of corporate social responsibility dimensions on employee engagement in the banking industry, our respondents focus on people who are working as the executive or managerial position in the banking industry. After our checking, we collected 31 responses. However, there is one respondent out of our research range. As a result, there are only 30 responses that can be used.

3.6.2 Data Editing

Data editing is the application of checking to detect missing, invalid, or unstable entries, or to find data records that may be incorrect. We use Google Forms to distribute and collect questionnaire responses. Our questionnaire is divided into six parts. To ensure the reliability of the data, we ask respondents to answer all questions. If any options are not filled in, Google Form Settings will prevent submission. In addition, all questions are closed, so there is no need to omit or adjust the answers. Hence, there is no illegal code in the reply we received. This meticulous data editing method maintains the integrity and reliability of the collected data.

3.6.3 Data Coding

In the data coding stage, our main goal is to classify the collected data and observations into meaningful and relevant categories. To achieve this, we provided respondents with a limited score of 1 to 5 points in the questions in parts B, C, D, E, and F. Which "strongly disagree" means 1, "disagree" means 2, "neutral" means 3, "agree" means 4 and "strongly agree" means 5.

3.6.4 Data Transcribing

The data transcribing process is to transfer the collected data to the analysis program. The data obtained in this study were transcribed by the SPSS program. This step is very important for running the reliability test to verify the accuracy and reliability of our questionnaire. If there are any problems in the verification process, it is necessary to adjust our questionnaire before conducting a comprehensive study. At this stage, the main concern is the accuracy of data input. Therefore, authentication is performed to guarantee the correctness of the input data.

3.7 Data Analysis

To evaluate our data, we are utilizing the Social Statistics Program for Social Science (SPSS).

3.7.1 Descriptive analysis

Descriptive analysis is essential to every research project. In descriptive analysis, the aim is not to understand personal perspectives on a phenomenon but to understand patterns across a large population. It describes the world or a phenomenon. Effective descriptive work makes it possible to pinpoint the setting's features, implementation traits, and demographic traits that are most crucial for

interpreting the results (Loeb et. al, 2017). Descriptive analysis summarizes data using statistical methods. In part A of our questionnaire, we have two filter questions to ensure that we are filtering the right respondents. Besides, we gathered demographic information including gender, age, ethnicity, and working position in the current organization. Additionally, part A will display the percentage of each question using a pie chart.

3.7.2 Reliability Analysis

The reliability analysis examines the measurement scale and its items in terms of their properties and qualities. In this study, we will define fair dependability as Cronbach's Alpha value greater than 0.60. Cronbach's Alpha values of 0.60 to 0.70 are fair reliability. Low Cronbach's Alpha values are regarded as unreliable.

No	Coefficient of Cronbach's Alpha	Reliability Level
1	More than 0.90	Excellent
2	0.80-0.89	Good
3	0.70-0.79	Acceptable
4	0.6-.69	Questionable
5	0.5-0.59	Poor
6	Less than 0.59	Unacceptable

Figure 3.7.2: Cronbach's alpha ranges.

Table 3.7.2: *Reliability Test*

Variables	Name	Items	Cronbach's Alpha Value	Level of reliability
Dependent Variable	Employee Engagement	4	0.788	Acceptable Reliability

Independent Variable	Economic Responsibility	7	0.857	Good Reliability
	Legal Responsibility	7	0.855	Good Reliability
	Ethical Responsibility	7	0.811	Good Reliability
	Philanthropic Responsibility	8	0.831	Good Reliability

3.7.2.1 Employee Engagement

The outcome shows that Cronbach's Alpha value is 0.788. It falls above the range of 0.70-0.80. Hence, employee engagement is acceptable reliability.

3.7.2.2 Economic Responsibility

The outcome of the reliability test of economic responsibility shows that the value is 0.857. As a result, it is considered as good reliability which falls between 0.80 and 0.90.

3.7.2.3 Legal Responsibility

Cronbach's Alpha value of legal responsibility is 0.855. Since it is within the range 0.80 to 0.90, the seven items measuring legal responsibility are good reliability.

3.7.2.4 Ethical Responsibility

The 7 items that measure the reliability in ethical responsibility are good reliability. This is because the results of Cronbach's Alpha value of ethical responsibility show 0.811.

3.7.2.5 Philanthropic Responsibility

The outcome of the reliability test of philanthropic responsibility shows that Cronbach's Alpha value is 0.831. Cronbach's Alpha value of 0.831 is under the range of 0.80 to 0.90. Since it falls under the range, the eight items measuring philanthropic responsibility are good reliability.

3.7.3 Inferential Analysis

The inference analysis field of statistics uses statistical tools to analyze random samples and draw conclusions from them. The statistical method of multiple regression is used to test the relationship between a dependent variable and multiple independent variables.

3.7.4 Multiple linear regression

According to Petchko (2018), multiple regression is a statistical technique for establishing a relationship between numerous independent variables and one dependent variable. Multiple regression is primarily used for developing the best model, and independent variables are usually used as inputs, along with a linear equation to predict the dependent variable. By using multiple regression, it is possible to recognize the relative importance of every independent variable to the dependent variable. Additionally, it is useful to examine the strength between several independent variables and a dependent variable, and it usually eliminates the influence of other independent variables statistically. Our study aims to determine whether corporate social responsibility dimensions have a positive

impact on employee engagement in the banking industry. There is more than one independent variable in the study. To understand the link between corporate social responsibility characteristics and employee engagement, multiple regression analysis is more relevant and required.

3.8 Summary

This chapter 3 discussed the various research methodologies used to carry out the study of research, as well as both descriptive and quantitative research methods utilized in the research design to comprehend market phenomena, sampling structure, study instrument, construct measurement, and data gathering techniques used. As a result, chapter 3 connects to chapter 4, which is interconnected. The fourth chapter will touch on the statistical evaluation results that are essential and promptly related to the research questions and hypothesis.

CHAPTER 4: RESEARCH RESULTS

4.0 Introduction

Based on frequency tables and charts made using the Statistical Package for Social Science (SPSS) tools, this chapter presents an overview of the study results. The descriptive analysis evaluated the respondents' working position, awareness about CSR activity, gender, age, ethnic group and working period. Data from scale measurement are also used in reliability analysis. Using inferential analysis, the relationship between the independent and dependent variables are evaluated.

4.1 Descriptive Analysis

Descriptive statistics define the fundamental characteristics of study findings. They offer brief overviews of the sample and the metrics. They provide the basis for all quantitative data analysis in addition to basic graphical analysis.

4.1.1 Respondent Demographic Profile

4.1.1.1 Executive/ Managerial Position

Table 4.1.1.1: *Executive/ Managerial Position*

**are you currently working at executive or managerial position
in the bank**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	150	100.0	100.0	100.0

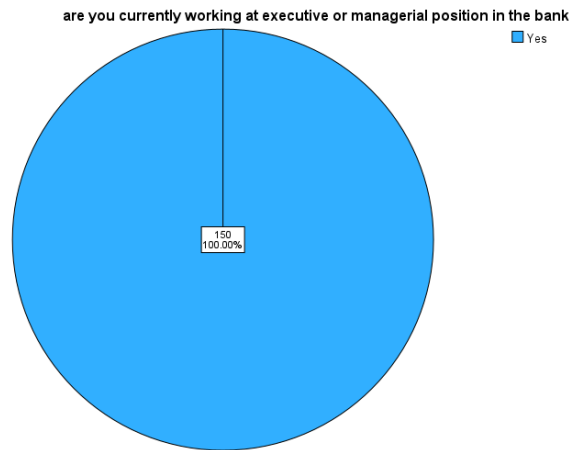


Figure 4.1.1.1: Executive/ Managerial Position

The first demographic question evaluates the respondent's position in the bank. Since pie charts show a percentage distribution, it is the most suitable visual aid. All the people are working at executive or managerial positions in the bank. This indicated that everyone who responded to our survey is in an executive or managerial position.

4.1.1.2 Awareness of CSR Activities of the Bank

Table 4.1.1.2: *Awareness of CSR Activities of the Bank*

are you aware about the CSR activity of the bank

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Yes	150	100.0	100.0	100.0

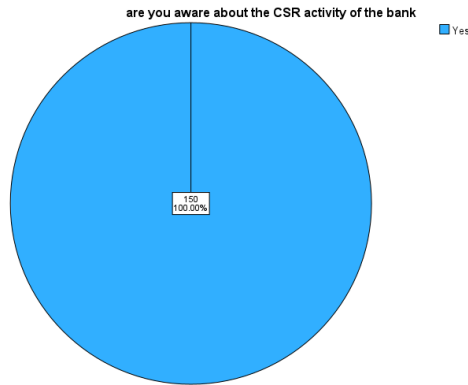


Figure 4.1.1.2: Awareness of CSR Activities of the Bank

The second demographic question showed that the respondents are aware about the CSR activities of the bank. The percentage of respondents who are aware about the CSR activities is 100%. This demonstrates that all our respondents are aware about the CSR activities in the bank.

4.1.1.3 Gender

Table 4.1.1.3: Gender

		gender			Cumulative Percent
		Frequency	Percent	Valid Percent	
Valid	Male	60	40.0	40.0	40.0
	Female	90	60.0	60.0	100.0
	Total	150	100.0	100.0	

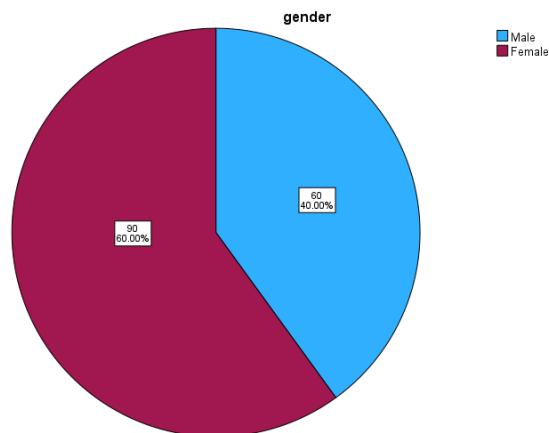


Figure 4.1.1.3: Gender

The third demographic question analyzes the respondent's gender. It is categorized into two groups which are male and female. The percentage of females is 60% while male is 40%. The frequency of females is 90 out of 150 while male is 60 out of 150. In comparison to male respondents, the percentage and frequency of female responders are greater in this question. This indicates that the majority of respondents were females.

4.1.1.4 Age

Table 4.1.1.4: Age

		age			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	20 years old and below	6	4.0	4.0	4.0
	21-30 years old	22	14.7	14.7	18.7
	31-40 years old	92	61.3	61.3	80.0
	41-50 years old	22	14.7	14.7	94.7
	51 years old and above	8	5.3	5.3	100.0
	Total	150	100.0	100.0	

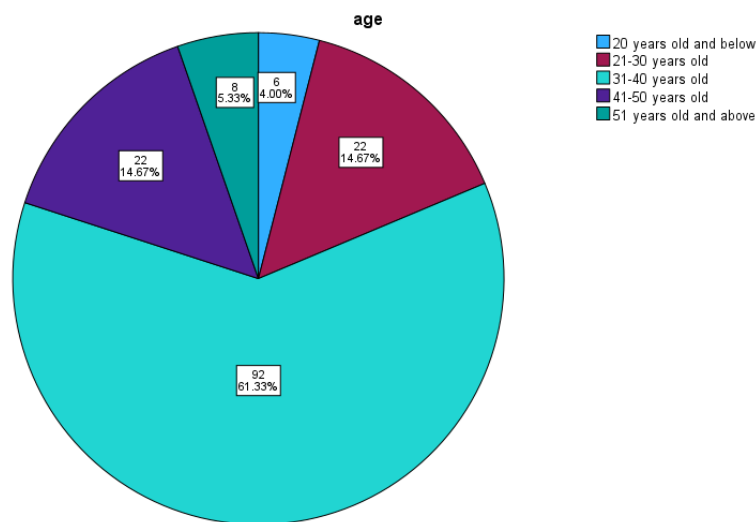


Figure 4.1.1.4: Age

Table 4 and figure 4 illustrate five different age groups which are displayed in the range of 20 years old and below, 21 to 30 years old, 31 to 40 years old, 41 to 50 years old, 51 years old and above. As shown in the research, 92 of the total

respondents were in the age of 31 to 40, constituting 61% of the total respondents. There were 22 respondents who fall in the 41 to 50 years old, and 22 respondents fall in the 21 to 30 years old. There were 5.33% respondents in the age group of 51 years old and above consists of 8 respondents. It was also noticed that there were a minority of respondents who fall in 20 years old, and above which consists of 6 respondents and 4% of total respondents respectively.

4.1.1.5 Ethnic Group

Table 4.1.1.5: *Ethnic Group*

		ethnic group			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Malay	107	71.3	71.3	71.3
	Chinese	34	22.7	22.7	94.0
	Indian	9	6.0	6.0	100.0
Total		150	100.0	100.0	

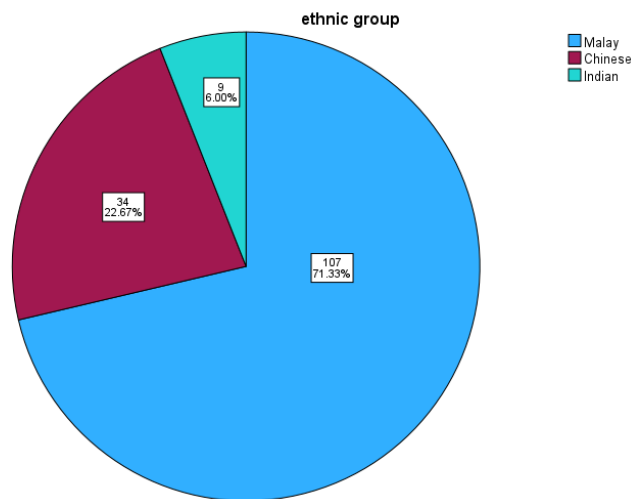


Figure 4.1.1.5: Ethnic Group

Table 5 and figure 5 present the ethnic groups of the participants. It shows that in all respondents, 107 respondents are Malay, 34 respondents are Chinese, and 9 respondents are Indian. In other words, 71.3% of the respondents are Malay, 22.7% of them are Chinese and only 6% of respondents are Indian.

4.1.1.6 Working Period

Table 4.1.1.6: *Working Period*

how long have you been working for this (current) organization

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 1 years	11	7.3	7.3	7.3
	1-5 years	62	41.3	41.3	48.7
	6-10 years	62	41.3	41.3	90.0
	Above 10 years	15	10.0	10.0	100.0
	Total	150	100.0	100.0	

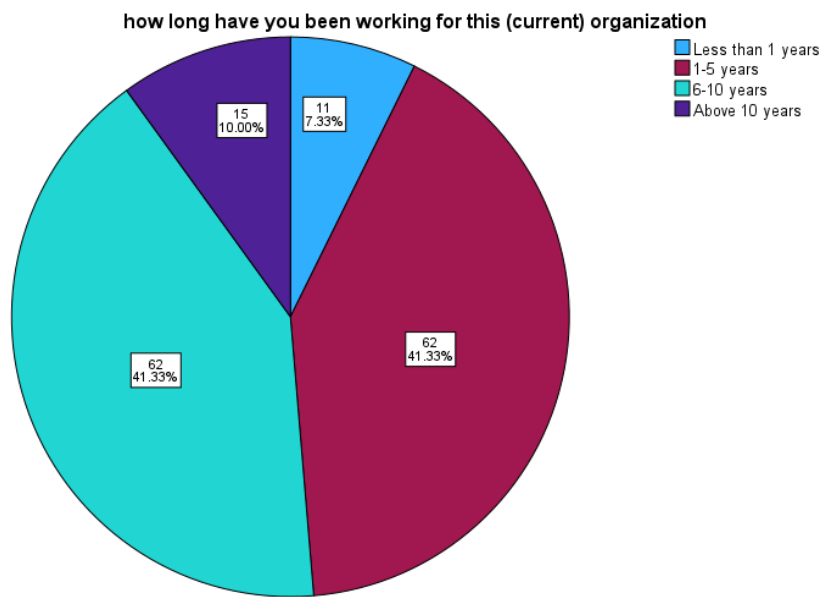


Figure 4.1.1.6: Working Period

According to table 4.1.1.6 and figure 4.1.1.6, it reveals the working period of the 150 respondents in the firm. Based on the illustration above, it would reveal that the respondents in the organization had worked for 1 to 5 years that consist of 41.33% from the overall respondents. There are 62 respondents 41.33% work for 6 to 10 years. On the other hand, 10% of respondents who work more than 10 years consist of 15 respondents. Nevertheless, there are 11 respondents who worked in the current organization less than 1 year, which would be around 7.33% of the total respondents.

4.1.2 Central Tendencies Measurement of Constructs

Table 4.1.2: *Central Tendencies Measurement of Constructs*

		Statistics				
		Employee	Economic	Legal	Ethical	Philanthropic
N	Valid	150	150	150	150	150
	Missing	0	0	0	0	0
Mean		18.0533	31.7067	31.4800	31.4667	35.8733
Std. Deviation		2.26377	3.89380	4.13484	4.01786	4.71937

The sample size, mean and standard deviation of each independent variable which are economic, legal, ethical, philanthropic and the dependent variable, employee engagement are shown in the diagram above. There are 150-person sample sizes for both dependent and independent variables. The mean for employee engagement, economic, legal, ethical, and philanthropic are 18.0533, 31.7067, 31.4800, 31.4667 and 35.8733 respectively. Moreover, the standard deviation for employee engagement is 2.26377, economic responsibility is 3.89380, legal responsibility is 4.13484, ethical responsibility is 4.01786 and philanthropic responsibility is 4.71937.

4.2 Scale Measurement

Table 4.2: *Result of reliability test*

	Variable	Standard	Alpha Value	Indication
Independent Variables	Economic Responsibility	$\alpha = 0.80 - 0.90$	0.848	Good reliability
	Legal Responsibility	$\alpha = 0.80 - 0.90$	0.862	Good reliability
	Ethical Responsibility	$\alpha = 0.80 - 0.90$	0.856	Good reliability

	Philanthropic Responsibility	$\alpha= 0.80 - 0.90$	0.891	Good reliability
Dependent Variable	Employee Engagement	$\alpha= 0.70 - 0.80$	0.741	Acceptable reliability

The table above shows the result of the reliability test for the first independent variable which is economic responsibility that had the value of 0.848. Economic responsibility has an alpha range $\alpha= 0.80 - 0.90$ that indicates the economic responsibility is good reliability

Secondly, the reliability test result for the independent variable, legal responsibility 0.862, which is within an alpha range $\alpha= 0.80 - 0.90$. This indicates that legal responsibility is good reliability.

Thirdly, independent variable which is the ethical responsibility that had the value of 0.856. The range $\alpha= 0.80 - 0.90$ that measures the legal responsibility is good reliability.

Moreover, independent variable, which is philanthropic responsibility, value of 0.891. Technology has a range $\alpha= 0.80 - 0.90$ that indicates the philanthropic responsibility is good reliability.

Furthermore, dependent variable, employee engagement, had value of 0.741. The results have categorized into an alpha range of $\alpha= 0.70 - 0.80$ which measures as acceptable reliability.

4.3 Inferential Analysis

4.3.1 Multiple Regression Analysis

Table 4.3.1: *Model Summary*

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.882 ^a	.779	.772	1.07984

a. Predictors: (Constant), phitot, ecotot, ethtot, legtot

This table shows the model summary of the study on the influence of corporate social responsibility dimensions on employee engagement in the banking industry.

4.3.2.1 Interpretation of R square

The R square represents the extent or percentage of the independent variables to explain the variations in the dependent variable. The independent variable results in 77.9% of the variations in the dependent variable and leaves 22.1% of the variance unexplained. A model is deemed to be inadequate if its R-squared value is within the range of 0 and 0.09, meaning the dependent variable cannot be explained by the model. While the model is acceptable in the range of 0.10 to 0.50, certain explanatory factors may not be significant, indicating that they do not sufficiently contribute to explaining the variation, while other explanatory variables may be significant. The most significant and acceptable explanatory variables are between 0.51 and 0.99 (Ozili & Peterson, 2023).

4.3.2.2 Interpretation of ANOVA table

Table 4.3.2.2: *ANOVA*

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	594.496	4	148.624	127.460	<.001 ^b
	Residual	169.077	145	1.166		
	Total	763.573	149			

a. Dependent Variable: Employee

b. Predictors: (Constant), Philanthropic, Economic, Ethical, Legal

Table 4.3.2.2 indicates the ANOVA table of the study on the influence of corporate social responsibility dimensions on employee engagement in the banking industry.

A confidence level of 95% is used in this study. Thus, this study's alpha value is 0.05. The ANOVA (Table 4.3.2.2), the p-value (0.001) is lower than the alpha value (0.05). By adopting the model for this investigation, the link between the dependent and predictor variables is clearly described. Thus, independent variables (philanthropic, economic, ethical, and legal) significantly explain the employee. The study results are consistent with the alternative hypothesis.

4.3.2.3 Interpretation of Coefficients

Table 4.3.2.3: *Coefficients*

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	1.989	.738		2.694	.008		
	Economic	.040	.059	.069	.676	.500	.147	6.810
	Legal	.054	.055	.098	.971	.333	.149	6.699
	Ethical	.138	.056	.245	2.456	.015	.153	6.535
	Philanthropic	.244	.041	.509	5.908	<.001	.206	4.854

a. Dependent Variable: Employee

Table 4.3.2.3 shows the coefficient of the study on the influence of corporate social responsibility dimensions on employee engagement in the banking industry.

4.3.2.3.1 Multicollinearity Test

In a regression model, multicollinearity occurs when independent variables are correlated. There is a problem with this correlation since independent variables should be independent. When you fit the model and interpret the results, a high level of correlation between variables can cause problems (Frost, 2017). In other word, the results will not be reliable due to the multicollinearity issue in the model. To detect multicollinearity, the study employs the most reliable statistical test of tolerances greater than 0.1 and Variance Inflation Factors (VIF) below than 10 (Lavery et al., 2019)

Table 4.3.2.3.1: *Tolerance Value and Variance Inflation Factor (VIF)*

Independent Variable	Collinearity Statistics	
	Tolerance	VIF
Economic	0.147	6.810
Legal	0.149	6.699
Ethical	0.153	6.535
Philanthropic	0.206	4.854

According to Table 4.3.1, variance inflation factor (VIF) values of all independent variables (Economic, Legal, Ethical and Philanthropic) are below 10. Furthermore, tolerance values of all independent variables (Economic, Legal, Ethical and Philanthropic) are above 0.1. As a result, there is no multicollinearity problem in this study.

4.3.2.3.2 Economic responsibility

In this study, while dealing with Economic responsibility, the p-value is 0.5, which is greater than the alpha value of 0.05. Based on our research, we adopt one tail test which is $0.5/2 = 0.25$. As a result, the independent variable (Economic) does **not significantly** affect the dependent variable (Employee).

4.3.2.3.3 Legal responsibility

Legal is **not significant** to employee engagement for this research. The reason is the p-value for technology is 0.333 which is more than alpha value 0.05. Based on our research, we adopt one tail test which is $0.333/2 = 0.167$.

4.3.2.3.4 Ethical responsibility

As shown in this study, Ethical is **significantly** related to the employee engagement. Since the p-value for ethical is 0.015, it is less than the alpha value of 0.05. Based on our research, we adopt one tail test which is $0.015/2 = 0.0075$.

4.3.2.3.4 Philanthropic responsibility

This study finds that philanthropic makes a **significant** contribution to predicting the dependent variable (Employee). It is because the p-value for philanthropic is 0.001 which is less than the alpha value of 0.05. Based on our research, we adopt one tail test which is $0.001/2 = 0.0005$.

4.3.2.3.5 Stepwise Backward

Table 4.3.2.3.5: *Stepwise Backward*

Variables Entered/Removed ^a			
Model	Variables Entered	Variables Removed	Method
1	Philanthropic, Economic, Ethical, Legal ^b		Enter
2		Economic	Backward (criterion: Probability of F-to-remove >= .100).
3		Legal	Backward (criterion: Probability of F-to-remove >= .100).

a. Dependent Variable: Employee

b. All requested variables entered.

The relationship between dependent variable (employee engagement) and independent variables (economic, legal, ethical, and philanthropic responsibilities) were determined through a stepwise backward analysis. The result shown in table

4.3.2.3.5 indicated that there were significant and negative relationship between employee engagement and dimensions of corporate social responsibilities. As a result, H1 and H2 were not support. It indicated that there was no significant relationship between dependent variable (employee engagement) and independent variables (economic and legal responsibilities). As for H3 and H4, the results indicated that there were supported. In other word, there were significant relationship between dependent variable (employee engagement) and independent variables (ethical and legal).

4.3.2.3.6 Regression equation

Table 4.3.2.3.6: *Stepwise Coefficient*

		Coefficients^a				
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.989	.738		2.694	.008
	Economic	.040	.059	.069	.676	.500
	Legal	.054	.055	.098	.971	.333
	Ethical	.138	.056	.245	2.456	.015
	Philanthropic	.244	.041	.509	5.908	<.001
2	(Constant)	2.105	.717		2.936	.004
	Legal	.071	.049	.129	1.431	.154
	Ethical	.153	.052	.272	2.956	.004
	Philanthropic	.248	.041	.518	6.103	<.001
3	(Constant)	2.220	.715		3.106	.002
	Ethical	.193	.044	.342	4.404	<.001
	Philanthropic	.272	.037	.567	7.300	<.001

a. Dependent Variable: Employee

$$Y = a + b_1(x_1) + b_2(x_2) + b_3(x_3) + b_4(x_4)$$

$$\text{Employee} = 2.220 + 0.193 (\text{Ethical}) + 0.272 (\text{Philanthropic})$$

4.3.2.4 Highest Contribution

Philanthropic responsibility has the highest contribution to the variation of the dependent variable because it has the highest value 0.37 compared to ethical responsibility. This indicates that the variance explained by all other factors teaching method has the highest contribution to explaining the variation in the dependent variable (employee engagement).

4.3.2.5 Lowest contribution

Considering the beta value (under standardized coefficients) of ethical responsibility is the smallest 0.037 when compared to philanthropic responsibility, it is the least contribution to the variation of the dependent variable (employee engagement). In other words, when all other predictor variables in the model are controlled for, ethical responsibility contributes the least to explaining the variation in the dependent variable (employee engagement).

4.4 Conclusion

The data was gathered using the questionnaires that were given to the 150 respondents, and the SPSS tools were utilized for the testing. Executive or managerial positions, awareness of CSR activities of the bank, age, ethnic, gender and working period were the demographic profiles of respondents that were examined in the descriptive analysis. The data is analyzed using Pearson Correlation and a reliability test. We can examine how the independent factors of economic, legal, ethical, and philanthropic responsibility relate to employee engagement.

CHAPTER 5: DISCUSSION AND CONCLUSION

5.0 Introduction

Chapter 5 aims to provide an explanation and conclusion of the study that was conducted. It concentrates on discussions of the main arguments in supporting the objectives and theories of the research. The implications of the research findings for management will also be discussed. This chapter will also show the limitations and recommendations for further research.

5.1 Discussion of Major Findings

H1: There is an insignificant effect between economic responsibility and employee engagement.

According to the results of the multiple regression analysis found that the p-value of the economic responsibility is 0.25 which greater than alpha value 0.05. Hence, it shows the first hypothesis is not acceptable. It means that there is not significant relationship between economic responsibility and employee engagement. Economic responsibility is a tactic used by businesses to maximize profits, generate a profit per share, maintain operational efficiency, and stay at the top of the market. Economic responsibility is the business's bottom-line strategy for turning a profit so they can continue operating in the future. The results of most of the research, which suggested that the economic element is the most significant among the other aspects, are likewise at odds with this study.

Due to most of the banking industry already profitable and well-established companies that also engage in CSR activities within the countries, the employees typically do not see the economic CSR initiatives performed by the companies as one factor that can influence their engagement in the workplace. Besides, a majority of employees do not consider themselves to be part of the company profit sharing

program, especially when it comes to economic responsibility practices that are not directly related to them like monitoring customers' complaints.

H2: Perceived legal responsibility has insignificant impact on employee engagement.

Based on the result of multiple regression analysis found that the p-value of the legal responsibility is 0.167 which is greater than the alpha value 0.05. Hence, it shows that the second hypothesis is not acceptable. In other words, compliance with legal responsibilities does not necessarily support companies to increase employee engagement in the workplace. According to Ramaditya (2019), it appears that staff perspectives concerning the organization's adherence to the law must be obtained. It could happen because of staff engagement with meeting wants and aspirations. In this case, the legal aspect of corporate social responsibility has nothing to do with employees' needs. As employees tend to concentrate on fulfilling their obligations to their employers and their own demands than on their own duties.

Employees implementing lawful CSR simply strive to achieve their organization's goal. Employees are only employed to accomplish the business's goal while implementing legal CSR. It appears the government and businesses, bound by the letter of the law, decide the rights and interests of the employees. When the legal framework for corporate social responsibility, or CSR, is highlighted, it usually indicates that the objective of legal initiatives pertaining to CSR is not just to boost employee perks. Instead, it is meant to fight for the rights of staff as a separate principal. In other words, legal social responsibility for a company (CSR) concentrates solely on preserving employees' rights all throughout business operations and has no direct impact on increasing employee engagement.

In a complete nutshell, legal duty includes directing and controlling internal company practices. The company's rules and regulations will govern various employee-related actions. For example, companies often have weak working conditions, despite tight employment and discipline policies. Employees cannot individually violate or amend these regulations. This condition results in a lack of

benefits for boosting employee engagement beyond simply following the law. Given the current situation, they have zero motivation to increase employee involvement and are forced to merely follow the rules.

H3: Perceived ethical responsibility has a significant effect on employee engagement.

In the light of the result of multiple regression analysis, p-value of ethical responsibility is 0.0075 is lower than alpha value 0.05. Hence, the third hypothesis is acceptable. The ethical responsibility may be more closely associated with employee engagement than other dimensions. For example, the quality of the workplace will be directly impacted by the ethical standards policy at work. This conclusion is consistent with other studies showing that ethical behaviors and a company's commitment to fostering an ethical workplace environment have a beneficial impact on employee happiness. Maintaining a high level of employee engagement can help workers feel valued and appreciated for their contributions to the company. An engaged worker will typically make moral decisions regarding their job. One measure of good citizenship is ethical behavior in the workplace, which includes cooperation, lending a hand, and carrying out other charitable deeds. Employee engagement is greatly influenced by their perceptions of the company's ethical behavior and social responsibility. Employees who acknowledge that their company activities align with moral principles and a code of ethics beyond legal obligations are also encouraged to establish a positive relationship between ethical responsibility and engagement at work.

According to Albdour and Altarawneh (2012) these results imply that workers who believe in workplace justice may feel valued, respected, and acknowledged, which may have a positive effect on their EE with their banks. On the other hand, researchers argue that workers who disagree that things are fair at work are more inclined to show negative behavior and withdraw, such as low provided confirmation for this finding, indicating that employee engagement with job is significantly affected by their assessments of the ethics and social responsiveness of the organization they work for. Therefore, there is a positive correlation between

ethical citizenship and job engagement when employees believe their company acts beyond the letter of the law. They are also positively prompted by their organization and the duties they are assigned to do. On the other hand, employees may feel suspicious, uneasy, and insecure if they believe their employer is breaking the law or engaging in criminal behavior thus Employee disengagement from their employment will thus increase.

H4: Perceived philanthropic responsibility has a significant effect on employee engagement.

As per the result of Multiple Regression Analysis found that p-value of the philanthropic responsibility 0.0005 is lower than the alpha value 0.05. Thus, H4 is accepted. Following the initial hypothesis, an organization's charitable endeavors have an impact on a company's corporate social responsibility initiatives. Previous research has also shown that philanthropic obligations positively impact a company's corporate social responsibility (Osveh Esmaelinezhad et al. 2015) Based on these chosen banks in Bangladesh, it has been shown that corporations consistently fulfill their philanthropic obligations to protect the environment, assist those in need of poverty alleviation, and form partnerships with nonprofit organizations to advance sports, culture, education, health, and social development. Workers who engage in philanthropic activities sense more purposeful outside of the workplace. When employees feel that their job contributes to making a difference for the greater good, it can boost their enthusiasm and have a sense of purpose at workplace (Afrin et al., 2020) Employees in the banking sector often focus on legal compliance monetary transactions, and various other commercial duties (Radha & Aithal, 2023).

Despite these jobs are essential for the bank to run, they might not always give workers a clear understanding of how their labor benefits society. Employees who take part in charitable endeavors get to witness personally how their abilities and efforts improve the quality of life in their community. Volunteering in causes that are charitable can offer workers a break from their regular job schedules, enabling them to concentrate on something novel and fulfilling. This shift of scenery may

mitigate and lessen the stress perhaps enhance general wellbeing. concurrently can also release endorphins, which are linked to positive and happy emotions (Arco-Castro et al. (2018).

5.2 Implications of Study

Considering the demonstrated findings and outcomes, the top management of the banking institution must take responsibility for cultivating employee engagement, as well as continually refining the four (4) fundamental dimensions of corporate social responsibility within the organization, which include economics, legality, ethics, and philanthropy. The longer-term loyalty and engagement among employees are likely enhanced when they see that the organization values and cares for employees. In addition, it is recommended that the company establish a CSR department to oversee and analyze the company's internal CSR initiatives. This will ensure that CSR actions are carried out and tracked. Improved employee involvement in the organization's socially conscious business practices will improve its bottom line and reputation. Companies that uphold ethical standards encourage healthy rivalry among staff members, which fosters a positive sense of camaraderie inside the workplace. One of the most important resources and the cornerstone of the company's success is its employees.

By taking into consideration ethical responsibility, it is recommended that bank organizations rethink and take note of their employee job descriptions, responsibilities, hours of employment, and quantity of employees to make certain that how it affects work on personal life doesn't influence ethical behavior. In addition, providing safer working conditions, offering effective training and development programs to their employees, and restructuring work-life balance policies and practices (such as flexible work schedules) will have an impact on the organizational engagement of their banking staff. According to this research, those who can manage their personal and professional lives tend to work harder and enthusiastically. In the view of philanthropic variables, a few recommendations are suggested such as volunteer programs. For instance, such initiatives and programs can encourage the bankers to relentlessly volunteer their skills to lend their support

to projects organized by the local community, and non-profit charities as this would enhance a greater sense of fulfillment and purpose yet concurrently strengthen team bonding along with the employee engagement.

The reputation and financial success of the company will improve when employees get more involved in the company's socially conscious business practices. A key component of any company's success is its employees, who are among its most precious assets. Thus, the bank management must work harder in all areas of internal corporate social responsibility to yield the fruit they desire which is to strive for better employee engagement among bankers.

5.2.1 Theoretical implications

The hypothesis test indicates that insignificant relationship between economic responsibility and employee engagement. According to Ramaditya (2019), economic responsibility is the procedure for generating profit so they can continue operating in the future. In contrast, a study indicated that when workers are aware of their company's involvement in economic responsibility, they are more likely to be involved in their work since they can observe a rise in profitability. Employee engagement is not much impacted by their view of economic corporate social responsibility (CSR) when the company is financially stable. Other than just financial gain, workers frequently look for meaning and purpose in their jobs.

The analysis indicates that a second hypothesis is not significant. This study discovered that a company's ability to increase employee engagement in the banking sector is not always aided by complying to legal requirements. According to Ramaditya (2019), the result of this study is contrasted which found that workers are inclined to express with organization when they have higher views of legal procedure. Workers are more focused on the demands that they must meet and the tasks that need to be completed successfully at work. Although maintaining legal compliance is essential for company stability, it may not directly impact employee engagement.

The third hypothesis is ethical responsibility have a significant influence towards employee engagement. This result is same with other studies showing that ethical behaviors fostering an ethical workplace have a beneficial effect on worker engagement.

Lastly, the results of the hypothesis test showed that employee engagement is significantly influenced by philanthropic responsibility. Firms that practice philanthropic responsibility frequently contribute to issues like sustainability in the environment and the growth of communities. Workers who participate in societal contributions may feel prouder of their work, which raises engagement levels.

5.3 Limitations of the Study

During the research, some restrictions have been found that can be addressed in future studies. To conduct the research, we only had a limited sample size of around 150 replies. It is challenging to utilize their 150 responses to represent the entire banking industry in Malaysia and reach a firm conclusion because our sample size is very small.

Moreover, the scope of our research focuses on one group respondents which is the banking industry in Selangor. Maybe for future research, we can increase the number of respondents such as the education industry, technology industry, and healthcare industry to increase the accuracy of the research gap. As a result, neither the employees of the banking sector nor all the employees of the business sector in Selangor can be assumed to be affected by the outcomes. This is since the findings might differ if employees of the banking industry and employees from different industries in Malaysia had been included in the study. For an accurate understanding of how corporate social responsibility dimensions influence employee engagement, employees from a variety of industries are essential.

Besides, we only focused on one method to collect the data and information when conducting our research. The only method that we used was a questionnaire, which provided a Google form for respondents to fill up all the questions. As part of this questionnaire, we provided only closed-ended questions, rated from strongly disagree to strongly agree using a five-point Likert scale. Consequently, respondents can only answer questions with strongly disagree, strongly disagree, neither agree nor disagree, agree, or strongly agree. They are unable to provide more detailed information to us. Not only that, but it is also not possible for us to cover all the possible answers due to the different views and opinions of every respondent. Some of the questions in the questionnaire might also easily confuse the respondent. This will cause the respondents to be unsure of what to answer, and when they do not understand the meaning of that question, they will only randomly answer it. We even cannot know whether the respondents misinterpreted the questions. Apart from that, closed-ended questions are unable to provide us with exactly what respondents think and feel about our research, with the result data collected with low precision.

5.4 Recommendations for Future Research

In the previous section, we discussed some constraints of this study. In this part, we will provide certain advice for future researchers to get over the limitations of the study. Doing so will help this research issue.

Firstly, it is advised that the future study must use generalizability research which assesses the applicability of study findings to a wider range of individuals or circumstances. A study is considered to have strong generalizability if its findings are approximately relevant to a varied range of individuals or circumstances. The outcome has limited generalizability if they are limited to a small population or a particular scenario (Hydrocephalus Association, 2015). The researcher needs to reach a larger number of intended respondents to administer the survey. As an illustration, the results might not apply to banking employees who does not fit into those demographics if the 150 respondents are primarily from a certain age range, educational background, or geographic area. Furthermore, generalizability is

greatly impacted by sample variety. Findings from a sample of people with different experiences, backgrounds, and viewpoints are more likely to be applicable to the larger community. However, a small sample size can make it difficult to achieve sufficient diversity. It is frequently advised to increase the sample size to improve the generalizability of study findings. To increase statistical power, a larger sample size enables researchers to make more trustworthy inferences about the population. Moreover, researchers should make a conscious effort to intentionally recruit participants from a variety of demographic groups to ensure diversity within the sample. Therefore, although a study with 150 participants could offer significant understanding into the perspectives and actions of banking sector workers in Malaysia, the applicability of the results could be restricted. To boost the trust in the results' generalizability to a larger population, it is imperative to ensure sample variety and increase sample size.

Additionally, it is advised that future researchers conduct surveys of employees in the education industry, technology industry, and healthcare industry in addition to the banking industry in order to broaden the scope of their research. Since the banking industry in Malaysia and other business industries are located in various geographic regions, including major cities, small towns, and rural areas, it is possible that employees in these industries have different opinions on employee engagement in corporate social responsibility. For instance, big cities with a banking industry such as Selangor, and other industries in Johor, Kuala Lumpur, and Penang could have different views on safety than a small gap in the banking industry in Selangor. The fundamental reason is that small towns and big cities have varying levels of safety, which means that employees in various industries may have different opinions on engagement in corporate social responsibility. To obtain more accurate results, it is crucial to expand the survey conducted in the banking industry in different areas of Malaysia to engage employees with corporate social responsibility. Other than that, future researchers suggested comparing the results of the factors from different geographical areas of employees in Malaysia.

Lastly, it is recommended that future researchers use various methods to collect data and information when conducting the research to improve the study, as

telephone surveys, self-administered questionnaires, and in-person interviews. For example, future researchers can conduct a face-to-face self-introduction for respondents, so they can get more detail from the respondents. In face-to-face structured interviews, interaction is controlled, in-depth questions can be asked, probe methods can be used, and the target is confirmed as the respondent. Self-administered questionnaires can receive both closed-ended and open-ended responses. The respondents can fill in their answers and opinions themselves without an interviewer. Using self-administered questionnaires can help researchers lower their costs, easily target respondents, save time, convenience, and have less possibility of biasing error. Next, future researchers can also use telephone surveys, which are also known as computer-assisted telephonic interviews (CATI) to interview respondents. It is easier for them to collect data since they can only contact respondents by telephone and ask the respondents a series of questions from a questionnaire. In general, more accurate data and information can be collected, and respondents can provide more detailed information based on their views and opinions. This will not only give convenience to respondents but will also ease for researchers if utilizing more methods to implement data collection.

5.5 Conclusion

This study focuses on the variables influencing employee engagement in the banking sector through corporate social responsibility dimensions. The dependent variable in this study is the employee engagement. Whereas the independent variables are the economic, legal, ethical, and philanthropic responsibility have a great impact that can affect employee engagement. This study will provide important insights for future researchers who wish to improve employee engagement in corporate social responsibility.

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Appendices

Appendix 1: Questionnaire in google form.

Survey on the influence of corporate social responsibility dimensions on employee engagement in the banking industry.

Dear respondents,

We are the final year undergraduate students who are currently pursuing Bachelor of Business Administration (HONS) from Universiti Tunku Abdul Rahman (UTAR). The purpose of this study is to investigate the influence of corporate social responsibility (CSR) dimensions on employee engagement in the banking industry.

Please be informed that in accordance with Personal Data Protection Act 2010 ("PDPA") which came into force on 15 November 2013, Universiti Tunku Abdul Rahman ("UTAR") is hereby bound to make notice and require consent in relation to collection, recording, storage, usage and retention of personal information.

The information collected from you will be kept strictly private and confidential. All responses and findings will be used solely for academic purposes.

Your assistance in completing this questionnaire is very much appreciated. Thank you for your participation. If you have any questions regarding this questionnaire, you may contact us :

yenteng456@1utar.my
hewkahmun@1utar.my
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wenjingsiak@1utar.my

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- For the purpose of our corporate governance
- For the purposes of conducting research/ collaboration

2. Your personal data may be transferred and/or disclosed to third party and/or UTAR collaborative partners including but not limited to the respective and appointed outsourcing agents for purpose of fulfilling our obligations to you in respect of the purposes and all such other purposes that are related to the purposes and also in providing integrated services, maintaining and storing records. Your data may be shared when required by laws and when disclosure is necessary to comply with applicable laws.

3. Any personal information retained by UTAR shall be destroyed and/or deleted in accordance with our retention policy applicable for us in the event such information is no longer required.

4. UTAR is committed in ensuring the confidentiality, protection, security and accuracy of your personal information made available to us and it has been our ongoing strict policy to ensure that your personal information is accurate, complete, not misleading and updated. UTAR would also ensure that your personal data shall not be used for political and commercial purposes.

Consent:

1. By submitting or providing your personal data to UTAR, you had consented and agreed for your personal data to be used in accordance to the terms and conditions in the Notice and our relevant policy.

2. If you do not consent or subsequently withdraw your consent to the processing and disclosure of your personal data, UTAR will not be able to fulfill our obligations or to contact you or to assist you in respect of the purposes and/or for any other purposes related to the purpose.

Section 2 of 8

Section A: Demographic Profile ✕ ⋮

Please click on the appropriate box.

Are you currently working at executive or managerial position in the bank? *

Yes

No (If no, then this questionnaire is not relevant to you, thank you for your time.)

Gender? *

Male

Female

Age? *

20 years old and below

21 to 30 years old

31 to 40 years old

41 to 50 years old

51 years old and above

Ethnic Group? *

Malay

Chinese

Indian

Other...

How long have you been working for this (current) organization? *

Less than 1 year

1 - 5 years

6 - 10 years

Above 10 years

Are you aware about the CSR activity of the bank? *

Yes

No (If no, then this questionnaire is not relevant to you, thank you for your time.)

Section 3 of 8

Section B: Economic Responsibility

Based on your working experience, please choose the most appropriate option that best indicate your agreement level with the following statements.

My company has a quick procedure to respond all consumer complaint *

1 2 3 4 5

Strongly Disagree Strongly Agree

My company continuously improve product quality *

1 2 3 4 5

Strongly Disagree Strongly Agree

My company use customer satisfaction as an indicator of business performance improvements *

1 2 3 4 5

Strongly Disagree Strongly Agree

My company have been successful at maximizing profits *

1 2 3 4 5

Strongly Disagree Strongly Agree

My company struggle to lower operating costs *

1 2 3 4 5

Strongly Disagree Strongly Agree

My company closely monitor employee's productivity *

1 2 3 4 5

Strongly Disagree Strongly Agree

Top management establishes long-term strategies for the business *

1 2 3 4 5

Strongly Disagree Strongly Agree

A STUDY ON THE INFLUENCE OF CORPORATE SOCIAL RESPONSIBILITY DIMENSIONS ON EMPLOYEE ENGAGEMENT IN THE BANKING INDUSTRY

Section 4 of 8

Section C: Legal Responsibility

Based on your staying experience, please choose the most appropriate option that best indicate your agreement level with the following statements.

Managers are informed about relevant environmental laws *

1 2 3 4 5

Strongly Disagree Strongly Agree

All my company products meet legal standards *

1 2 3 4 5

Strongly Disagree Strongly Agree

My company contractual obligations are always honored *

1 2 3 4 5

Strongly Disagree Strongly Agree

The managers in my company try to comply with the law *

1 2 3 4 5

Strongly Disagree Strongly Agree

My company seeks to obey with all laws regulating hiring and employee benefits *

1 2 3 4 5

Strongly Disagree Strongly Agree

My company have programs that encourage the diversity of our workplace (in terms of age, gender, or race) *

1 2 3 4 5

Strongly Disagree Strongly Agree

Internal policies prevent discrimination in employees' compensation and promotion *

1 2 3 4 5

Strongly Disagree Strongly Agree

A STUDY ON THE INFLUENCE OF CORPORATE SOCIAL RESPONSIBILITY DIMENSIONS ON EMPLOYEE ENGAGEMENT IN THE BANKING INDUSTRY

Section 5 of 8

Section D: Ethical Responsibility

Based on your staying experience, please choose the most appropriate option that best indicate your agreement level with the following statements.

My company has a comprehensive code of conduct *

1 2 3 4 5

Strongly Disagree Strongly Agree

Members of my company follow professional standards *

1 2 3 4 5

Strongly Disagree Strongly Agree

Top managers monitor the potential negative impacts of our activities on our community *

1 2 3 4 5

Strongly Disagree Strongly Agree

My company recognized as a trustworthy company *

1 2 3 4 5

Strongly Disagree Strongly Agree

Fairness toward co-workers and business partners is an integral part of our employee evaluation process *

1 2 3 4 5

Strongly Disagree Strongly Agree

A confidential procedure is in place for employees to report any misconduct at work (such as stealing or sexual harassment) *

1 2 3 4 5

Strongly Disagree Strongly Agree

My company salespersons and employees are required to provide full and accurate information to all customers *

1 2 3 4 5

Strongly Disagree Strongly Agree

My company tries to help the poor *

1 2 3 4 5

Strongly Disagree Strongly Agree

My company tries to contribute toward bettering the local community *

1 2 3 4 5

Strongly Disagree Strongly Agree

My company tries to fulfill its social responsibility *

1 2 3 4 5

Strongly Disagree Strongly Agree

My company tries to accommodate governmental request *

1 2 3 4 5

Strongly Disagree Strongly Agree

Section 6 of 8

Section E: Philanthropic Responsibility

Based on your staying experience, please choose the most appropriate option that best indicate your agreement level with the following statements.

My company tries to improve the image of its product *

1 2 3 4 5

Strongly Disagree Strongly Agree

My company tries to improve perception of its business conduct *

1 2 3 4 5

Strongly Disagree Strongly Agree

My company tries to improve its corporate image *

1 2 3 4 5

Strongly Disagree Strongly Agree

My company tries to accommodate requests for NGOs *

1 2 3 4 5

Strongly Disagree Strongly Agree

After section 6 Continue to next section

Section 7 of 8

Section F: Employee Engagement

Based on your staying experience, please choose the most appropriate option that best indicate your agreement level with the following statements.

This organization provides enough opportunities for me to be able to learn and grow. *

1 2 3 4 5

Strongly Disagree Strongly Agree

My mind often wanders, and I think of other things when doing my work *

1 2 3 4 5

Strongly Disagree Strongly Agree

I would accept almost any type of assignment to keep working for this organization. *

1 2 3 4 5

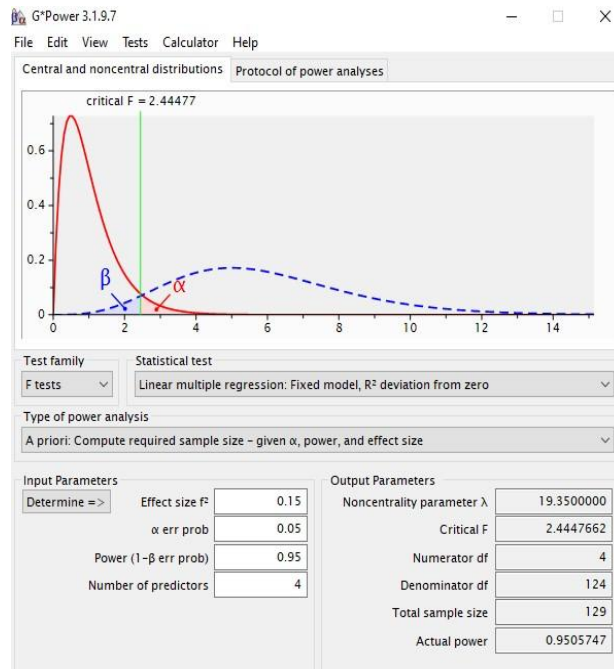
Strongly Disagree Strongly Agree

I am expecting to put in a great deal of effort beyond that normally expected to help this organization. *

1 2 3 4 5

Strongly Disagree Strongly Agree

Appendix 2: Total Sample Size from G-power Software













Appendix 3: Total Population of Bank Employees in Malaysia

Bank Branches, Number of Staff and SSTs of Commercial Banks as at 31 December 2022

	Bank Branches	Number of Staff	SSTs					Others
			ATM	Cash Deposit Machine	Cash Recycler Machine	Cheque Deposit/Scan Machine	Internet Kiosk/Electronic Payment Kiosk	
Allin Bank Berhad	115	4,806	288	26	159	96	116	9 coin deposit machines, 4 side cars
Alliance Bank Malaysia Berhad	79	3,754	174	89	78	94	81	5 coin deposit machines
AmBank (M) Berhad	169	7,228	610	0	253	197	198	13 coin deposit machines
Bangkok Bank Berhad	5	190	0	0	0	0	0	-
Bank of America Malaysia Berhad	1	91	0	0	0	0	0	-
Bank of China (Malaysia) Berhad	8	479	0	0	18	8	11	-
BNP Paribas Malaysia Berhad	1	96	0	0	0	0	0	-
China Construction Bank (Malaysia) Berhad	1	112	0	0	0	0	0	-
CIMB Bank Berhad	217	14,301	1,679	16	940	299	226	23 coin deposit machines
Citibank Berhad	1	368	0	0	0	0	0	-
Deutsche Bank (Malaysia) Berhad	1	186	0	0	0	0	0	-
Hong Leung Bank Berhad	223	7,974	255	0	546	219	0	15 coin deposit machines
HSBC Bank Malaysia Berhad	32	2,754	89	13	62	42	32	5 coin deposit machines, 32 phone kiosks
India International Bank (Malaysia) Berhad	1	33	0	0	0	0	0	-
Industrial and Commercial Bank of China (Malaysia) Berhad	4	165	7	0	0	0	5	-
J.P. Morgan Chase Bank Berhad	1	153	0	0	0	0	0	-
Malayan Banking Berhad	344	20,522	1,820	0	1,133	531	344	32 coin deposit machines, 4 EFF kiosks
Mizuho Bank (Malaysia) Berhad	1	200	0	0	0	0	0	-
MUFG Bank (Malaysia) Berhad	1	403	0	0	0	0	1	-
OCBC Bank (Malaysia) Berhad	31	3,378	88	90	0	65	0	4 coin deposit machines
Public Bank Berhad	260	14,354	273	0	1,314	436	284	27 coin deposit machines
RHB Bank Berhad	202	12,467	905	170	227	347	215	16 coin deposit machines
Standard Chartered Bank Malaysia Berhad	24	1,805	4	0	52	25	36	24 phone kiosks
Sumitomo Mitsui Banking Corporation Malaysia Berhad	1	222	0	0	0	0	0	-
The Bank of Nova Scotia Berhad	1	28	0	0	0	0	0	-
United Overseas Bank (Malaysia) Bhd	55	6,195	56	34	126	90	119	9 coin deposit machines
Total	1,779	102,284	6,248	438	4,908	2,449	1,668	222

Source: The Association of Banks in Malaysia. (2022). Annual Report 2022 (pp. 26). <https://www.abm.org.my/wp-content/uploads/2023/05/ABM-AR2022.pdf>

Appendix 4: Total Number of Bank in Malaysia

<p> Kelantan (65) Bachok, Gua Musang, Kota Bharu, Kuala Krai, Machang, Pasir Mas, Pasir Puteh, Tanah Merah, Tumpat, Wakaf Bharu, more...</p>	<p> Sabah (27) Beaufort, Keningau, Kota Kinabalu, Kota Marudu, Lahad Datu, Ranau, Sandakan, Tawau, Tenom, more...</p>
<p> Melaka (92) Alor Gajah, Ayer Keroh, Bandar Melaka, Durian Tunggal, Jasin, Kuala Sungai Baru, Masjid Tanah, Merlimau, Sungai Udang, more...</p>	<p> Sarawak (18) Bintulu, Kuching, Miri, Sibuan, more...</p>
<p> Negeri Sembilan (79) Bahau, Gemas, Gemencheh, Kuala Klawang, Kuala Pilah, Mantin, Nilai, Port Dickson, Rembau, Senawang, Seremban, Tampin, more...</p>	<p> Selangor (647) Ampang, Banting, Batu Caves, Cheras, Kajang, Klang, Petaling Jaya, Port Klang, Puchong, Rawang, Semenyih, Shah Alam, Subang Jaya, Sungai Buloh, more...</p>
<p> Pahang (110) Bandar Bera, Bandar Pusat Jengka, Bentong, Jerantut, Kuala Lipis, Karak, Kuantan, Maran, Mentakab, Muadzam Shah, Pekan, Raub, Temerloh, Triang, more...</p>	<p> Terengganu (52) Dungun, Jerneh, Kemaman, Kerteh, Kuala Berang, Kuala Terengganu, Marang, Paka, Setiu, more...</p>
<p> Perak (183) Ayer Tawar, Bagan Serai, Ipoh, Kampar, Kamunting, Kuala Kangsar, Parit Buntar, Sitiawan, Sungai Siput, Taiping, Tanjung Malim, Teluk Intan, more...</p>	<p> Wilayah Persekutuan (438) Kuala Lumpur, Labuan, Putrajaya, more...</p>

Source: Malaysian Bank & Financial Institution Directory. (2023). *MDEX directory*. <https://www.mdex.com.my/>

Appendix 5: Range of Coefficient of Cronbach's Alpha

No	Coefficient of Cronbach's Alpha	Reliability Level
1	More than 0.90	Excellent
2	0.80-0.89	Good
3	0.70-0.79	Acceptable
4	0.6-.69	Questionable
5	0.5-0.59	Poor
6	Less than 0.59	Unacceptable

Source: Arof, K. Z. M., Ismail, S., & Saleh, A. L. (2018). Contractor's performance appraisal system in the Malaysian construction industry: Current practice, perception and understanding. *International Journal of Engineering & Technology*, 7(3.9), 46-51.

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Appendix 8: SPSS Variable View (Pilot Study)

	Positio n	CSR	Gender	Age	Ethnic	Period	Employ ee1	Employ ee2	Employ ee3	Employ ee4	Econo mic1	Econo mic2	Econo mic3	Econo mic4	Econo mic5	Econo mic6	Econo mic7	Legal1	Legal2	Legal3	Legal4	Legal5			
1	1.00	1.00	1.00	2.00	1.00	2.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	4.00	
2	1.00	1.00	1.00	3.00	3.00	2.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	5.00	
3	1.00	1.00	1.00	2.00	1.00	2.00	3.00	2.00	5.00	2.00	4.00	4.00	4.00	4.00	5.00	3.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	4.00	
4	1.00	1.00	1.00	2.00	1.00	2.00	5.00	5.00	5.00	5.00	3.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	
5	1.00	1.00	2.00	3.00	1.00	2.00	4.00	4.00	3.00	3.00	1.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	
6	1.00	1.00	1.00	2.00	1.00	2.00	3.00	4.00	3.00	4.00	2.00	3.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	3.00	3.00	4.00	
7	1.00	1.00	1.00	2.00	2.00	2.00	4.00	4.00	4.00	5.00	2.00	4.00	3.00	3.00	5.00	5.00	5.00	5.00	4.00	4.00	5.00	5.00	5.00	5.00	
8	1.00	1.00	1.00	2.00	2.00	2.00	5.00	4.00	3.00	5.00	2.00	5.00	4.00	3.00	4.00	5.00	5.00	4.00	2.00	4.00	2.00	4.00	5.00	4.00	
9	1.00	1.00	2.00	4.00	1.00	4.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	
10	1.00	1.00	1.00	3.00	1.00	3.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	
11	1.00	1.00	2.00	3.00	2.00	2.00	5.00	4.00	5.00	5.00	5.00	4.00	5.00	5.00	4.00	5.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	
12	1.00	1.00	1.00	2.00	1.00	2.00	3.00	3.00	3.00	3.00	2.00	5.00	5.00	3.00	3.00	4.00	4.00	2.00	5.00	3.00	3.00	3.00	3.00	4.00	
13	1.00	1.00	1.00	4.00	1.00	3.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	
14	1.00	1.00	2.00	3.00	1.00	3.00	4.00	5.00	4.00	5.00	5.00	4.00	5.00	4.00	5.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	5.00	
15	1.00	1.00	2.00	3.00	1.00	2.00	5.00	4.00	4.00	5.00	4.00	5.00	4.00	5.00	5.00	5.00	5.00	4.00	4.00	5.00	5.00	5.00	5.00	5.00	
16	1.00	1.00	2.00	4.00	1.00	3.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	
17	1.00	1.00	2.00	3.00	2.00	2.00	4.00	5.00	4.00	4.00	5.00	5.00	5.00	5.00	5.00	5.00	4.00	4.00	5.00	5.00	5.00	5.00	5.00	5.00	
18	1.00	1.00	1.00	3.00	1.00	3.00	5.00	5.00	4.00	5.00	4.00	5.00	4.00	5.00	5.00	4.00	5.00	4.00	5.00	4.00	5.00	4.00	4.00	4.00	
19	1.00	1.00	2.00	3.00	1.00	3.00	4.00	4.00	5.00	5.00	5.00	4.00	4.00	5.00	4.00	5.00	4.00	5.00	4.00	4.00	5.00	5.00	5.00	4.00	
20	1.00	1.00	1.00	3.00	1.00	3.00	4.00	5.00	4.00	5.00	4.00	5.00	4.00	5.00	4.00	5.00	4.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	
21	1.00	1.00	2.00	3.00	1.00	2.00	4.00	4.00	5.00	5.00	4.00	4.00	5.00	4.00	5.00	4.00	5.00	4.00	5.00	5.00	5.00	5.00	5.00	5.00	
22	1.00	1.00	1.00	3.00	1.00	3.00	4.00	5.00	4.00	5.00	5.00	5.00	4.00	4.00	5.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	5.00	
23	1.00	1.00	1.00	3.00	1.00	3.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	
24	1.00	1.00	1.00	3.00	1.00	3.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	
25	1.00	1.00	2.00	4.00	1.00	4.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	
26	1.00	1.00	2.00	3.00	1.00	3.00	4.00	4.00	5.00	5.00	5.00	5.00	5.00	5.00	4.00	5.00	4.00	5.00	4.00	5.00	5.00	5.00	5.00	5.00	
27	1.00	1.00	1.00	3.00	2.00	2.00	4.00	4.00	5.00	4.00	5.00	5.00	5.00	4.00	5.00	4.00	5.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	
28	1.00	1.00	1.00	3.00	1.00	2.00	4.00	5.00	5.00	4.00	5.00	4.00	4.00	5.00	5.00	5.00	5.00	4.00	4.00	5.00	4.00	4.00	4.00	5.00	
29	1.00	1.00	2.00	3.00	1.00	3.00	5.00	5.00	4.00	4.00	4.00	5.00	4.00	4.00	4.00	4.00	4.00	5.00	4.00	5.00	4.00	4.00	4.00	5.00	
30	1.00	1.00	2.00	3.00	1.00	3.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	
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30	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	3.00	5.00	5.00	5.00	5.00	5.00	5.00	

Appendix 9: Alpha Value for Dependent Variable: Employee Engagement

Scale: Employee

Case Processing Summary

		N	%
Cases	Valid	30	12.0
	Excluded ^a	219	88.0
	Total	249	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.788	.786	4

Inter-Item Correlation Matrix

	opportunities	mind wander wen doing my work	type of assignment	effort
opportunities	1.000	.693	.311	.730
mind wander wen doing my work	.693	1.000	.172	.678
type of assignment	.311	.172	1.000	.285
effort	.730	.678	.285	1.000

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation
opportunities	13.3000	3.183	.761	.618
mind wander wen doing my work	13.2333	3.220	.654	.548
type of assignment	13.2000	4.234	.285	.113
effort	13.1667	2.902	.733	.596

Item-Total Statistics

	Cronbach's Alpha if Item Deleted
opportunities	.654
mind wander wen doing my work	.705
type of assignment	.873
effort	.658

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
17.6333	5.620	2.37056	4

Appendix 10: Alpha Value for Independent Variable: Economic Responsibility

Scale : Economic

Case Processing Summary

		N	%
Cases	Valid	30	12.0
	Excluded ^a	219	88.0
	Total	249	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.857	.876	7

Inter-Item Correlation Matrix

	respond all consumer complaint	product quality	customer satisfaction as indicator	maximize profits
respond all consumer complaint	1.000	.531	.590	.633
product quality	.531	1.000	.617	.488
customer satisfaction as indicator	.590	.617	1.000	.480
maximize profits	.633	.488	.480	1.000
lower operating costs	.534	.409	.375	.469
monitor employee's productivity	.352	.474	.477	.508
long-term strategies	.340	.478	.496	.309

Inter-Item Correlation Matrix

	lower operating costs	monitor employee's productivity	long-term strategies
respond all consumer complaint	.534	.352	.340
product quality	.409	.474	.478
customer satisfaction as indicator	.375	.477	.496
maximize profits	.469	.508	.309
lower operating costs	1.000	.651	.682
monitor employee's productivity	.651	1.000	.659
long-term strategies	.682	.659	1.000

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation
respond all consumer complaint	27.0667	9.444	.665	.612
product quality	26.5667	12.392	.655	.478
customer satisfaction as indicator	26.7333	12.340	.672	.554
maximize profits	26.7667	11.702	.655	.517
lower operating costs	26.6333	12.309	.670	.649
monitor employee's productivity	26.5333	12.740	.644	.601
long-term strategies	26.5000	13.224	.605	.619

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Item-Total Statistics

	Cronbach's Alpha if Item Deleted
respond all consumer complaint	.853
product quality	.834
customer satisfaction as indicator	.832
maximize profits	.832
lower operating costs	.832
monitor employee's productivity	.837
long-term strategies	.843

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
31.1333	15.982	3.99770	7

Appendix 11: Alpha Value for Independent Variable: Legal Responsibility

Scale: Legal

Case Processing Summary

		N	%
Cases	Valid	30	12.0
	Excluded ^a	219	88.0
	Total	249	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.855	.857	7

Inter-Item Correlation Matrix

	environmental laws	legal standards	contractual obligation	comply with the law
environmental laws	1.000	.369	.722	.596
legal standards	.369	1.000	.586	.011
contractual obligation	.722	.586	1.000	.500
comply with the law	.596	.011	.500	1.000
law regulating hiring and employee benefits	.676	.490	.591	.331
diversity workplace	.565	.296	.371	.443
discrimination in employee's compensation and promotion	.729	.218	.605	.419

Inter-Item Correlation Matrix

	law regulating hiring and employee benefits	diversity workplace	discrimination in employee's compensation and promotion
environmental laws	.676	.565	.729
legal standards	.490	.296	.218
contractual obligation	.591	.371	.605
comply with the law	.331	.443	.419
law regulating hiring and employee benefits	1.000	.261	.419
diversity workplace	.261	1.000	.480
discrimination in employee's compensation and promotion	.419	.480	1.000

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Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation
environmental laws	27.3333	7.540	.848	.796
legal standards	27.2667	9.099	.431	.568
contractual obligation	27.2333	8.185	.786	.722
comply with the law	27.1000	9.679	.500	.521
law regulating hiring and employee benefits	27.1000	9.266	.634	.560
diversity workplace	27.2000	9.062	.535	.447
discrimination in employee's compensation and promotion	27.1667	8.902	.649	.594

Item-Total Statistics

	Cronbach's Alpha if Item Deleted
environmental laws	.795
legal standards	.866
contractual obligation	.809
comply with the law	.850
law regulating hiring and employee benefits	.834
diversity workplace	.846
discrimination in employee's compensation and promotion	.830

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
31.7333	11.720	3.42338	7

Appendix 12: Alpha Value for Independent Variable: Ethical Responsibility

Case Processing Summary

		N	%
Cases	Valid	30	12.0
	Excluded ^a	219	88.0
	Total	249	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.811	.837	7

Inter-Item Correlation Matrix

	code of conduct	professional standard	negative impacts of activity on our community	trustworthy company
code of conduct	1.000	.372	.652	.379
professional standard	.372	1.000	.591	.452
negative impacts of activity on our community	.652	.591	1.000	.402
trustworthy company	.379	.452	.402	1.000
fairness	.634	.272	.622	.425
misconduct	.384	.674	.652	.186
provide full and accurate information to all customers	.588	.252	.231	.268

A STUDY ON THE INFLUENCE OF CORPORATE SOCIAL RESPONSIBILITY
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Inter-Item Correlation Matrix

	fairness	misconduct	provide full and accurate information to all customers
code of conduct	.634	.384	.588
professional standard	.272	.674	.252
negative impacts of activity on our community	.622	.652	.231
trustworthy company	.425	.186	.268
fairness	1.000	.421	.237
misconduct	.421	1.000	.192
provide full and accurate information to all customers	.237	.192	1.000

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation
code of conduct	26.7000	9.666	.746	.692
professional standard	26.7333	9.789	.578	.618
negative impacts of activity on our community	26.8000	9.476	.720	.692
trustworthy company	26.7333	10.823	.482	.396
fairness	26.7333	9.582	.578	.563
misconduct	26.7000	10.286	.568	.618
provide full and accurate information to all customers	27.2000	9.131	.386	.429

Item-Total Statistics

	Cronbach's Alpha if Item Deleted
code of conduct	.759
professional standard	.781
negative impacts of activity on our community	.759
trustworthy company	.799
fairness	.781
misconduct	.785
provide full and accurate information to all customers	.844

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
31.2667	12.961	3.60013	7

Appendix 13: Alpha Value for Independent Variable: Philanthropic Responsibility

Scale: Philanthropy

Case Processing Summary

		N	%
Cases	Valid	30	12.0
	Excluded ^a	219	88.0
	Total	249	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.831	.851	8

Inter-Item Correlation Matrix

	image of product	perception of business conduct	corporate image	help the poor
image of product	1.000	.520	.353	.248
perception of business conduct	.520	1.000	.579	.207
corporate image	.353	.579	1.000	.193
help the poor	.248	.207	.193	1.000
better local community	.691	.741	.314	.193
social responsibility	.608	.491	.347	.382
accomodate governmental request	.473	.423	.332	.461
accomodate requests for NGOs	.246	.303	.512	.276

Inter-Item Correlation Matrix

	better local community	social responsibility	accomodate governmental request	accomodate requests for NGOs
image of product	.691	.608	.473	.246
perception of business conduct	.741	.491	.423	.303
corporate image	.314	.347	.332	.512
help the poor	.193	.382	.461	.276
better local community	1.000	.474	.475	.262
social responsibility	.474	1.000	.736	.366
accomodate governmental request	.475	.736	1.000	.462
accomodate requests for NGOs	.262	.366	.462	1.000

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation
image of product	28.9333	20.823	.626	.609
perception of business conduct	28.9000	20.783	.630	.710
corporate image	29.0333	20.102	.493	.523
help the poor	29.5333	19.361	.408	.226
better local community	28.9667	20.999	.598	.730
social responsibility	29.6333	15.689	.711	.653
accomodate governmental request	29.4000	17.007	.726	.633
accomodate requests for NGOs	29.1667	20.764	.497	.379

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Item-Total Statistics

	Cronbach's Alpha if Item Deleted
image of product	.809
perception of business conduct	.808
corporate image	.819
help the poor	.838
better local community	.812
social responsibility	.791
accomodate governmental request	.785
accomodate requests for NGOs	.819

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
33.3667	24.792	4.97915	8

A STUDY ON THE INFLUENCE OF CORPORATE SOCIAL RESPONSIBILITY DIMENSIONS ON EMPLOYEE ENGAGEMENT IN THE BANKING INDUSTRY

67	4	4	5	5	4	3	4	3	4	3	5	3	5
68	4	5	4	5	4	4	4	4	4	5	4	4	4
69	4	5	4	5	4	4	4	4	4	5	4	4	4
70	4	5	4	5	4	4	4	4	4	5	4	4	4
71	4	5	4	5	4	4	4	4	4	5	4	4	4
72	4	5	4	5	4	4	4	4	4	5	4	4	4
73	4	5	4	5	4	4	4	4	4	5	4	4	4
74	4	5	4	5	4	4	4	4	4	5	4	4	4
75	4	5	4	5	4	4	4	4	4	5	4	4	4
76	4	5	4	5	4	4	4	4	4	5	4	4	4
77	4	5	4	5	4	4	4	4	4	5	4	4	4
78	4	5	4	5	4	4	4	4	4	5	4	4	4
79	4	5	4	5	4	4	4	4	4	5	4	4	4
80	4	5	4	5	4	4	4	4	4	5	4	4	4
81	4	5	4	5	4	4	4	4	4	5	4	4	4
82	4	5	4	5	4	4	4	4	4	5	4	4	4
83	4	5	4	5	4	4	4	4	4	5	4	4	4
84	4	5	4	5	4	4	4	4	4	5	4	4	4
85	4	5	4	5	4	4	4	4	4	5	4	4	4
86	4	5	4	5	4	4	4	4	4	5	4	4	4
87	4	5	4	5	4	4	4	4	4	5	4	4	4
88	4	5	4	5	4	4	4	4	4	5	4	4	4
89	4	5	4	5	4	4	4	4	4	5	4	4	4
90	4	5	4	5	4	4	4	4	4	5	4	4	4
91	4	5	4	5	4	4	4	4	4	5	4	4	4
92	4	5	4	5	4	4	4	4	4	5	4	4	4
93	4	5	4	5	4	4	4	4	4	5	4	4	4
94	4	5	4	5	4	4	4	4	4	5	4	4	4
95	4	5	4	5	4	4	4	4	4	5	4	4	4
96	4	5	4	5	4	4	4	4	4	5	4	4	4
97	4	5	4	5	4	4	4	4	4	5	4	4	4
98	4	5	4	5	4	4	4	4	4	5	4	4	4
99	4	5	4	5	4	4	4	4	4	5	4	4	4
100	4	5	4	5	4	4	4	4	4	5	4	4	4
101	4	5	4	5	4	4	4	4	4	5	4	4	4
102	4	5	4	5	4	4	4	4	4	5	4	4	4
103	4	5	4	5	4	4	4	4	4	5	4	4	4
104	4	5	4	5	4	4	4	4	4	5	4	4	4
105	4	5	4	5	4	4	4	4	4	5	4	4	4
106	4	5	4	5	4	4	4	4	4	5	4	4	4
107	4	5	4	5	4	4	4	4	4	5	4	4	4
108	4	5	4	5	4	4	4	4	4	5	4	4	4
109	4	5	4	5	4	4	4	4	4	5	4	4	4
110	4	5	4	5	4	4	4	4	4	5	4	4	4
111	4	5	4	5	4	4	4	4	4	5	4	4	4
112	4	5	4	5	4	4	4	4	4	5	4	4	4
113	4	5	4	5	4	4	4	4	4	5	4	4	4
114	4	5	4	5	4	4	4	4	4	5	4	4	4
115	4	5	4	5	4	4	4	4	4	5	4	4	4
116	4	5	4	5	4	4	4	4	4	5	4	4	4
117	4	5	4	5	4	4	4	4	4	5	4	4	4
118	4	5	4	5	4	4	4	4	4	5	4	4	4
119	4	5	4	5	4	4	4	4	4	5	4	4	4
120	4	5	4	5	4	4	4	4	4	5	4	4	4
121	4	5	4	5	4	4	4	4	4	5	4	4	4
122	4	5	4	5	4	4	4	4	4	5	4	4	4
123	4	5	4	5	4	4	4	4	4	5	4	4	4
124	4	5	4	5	4	4	4	4	4	5	4	4	4
125	4	5	4	5	4	4	4	4	4	5	4	4	4
126	4	5	4	5	4	4	4	4	4	5	4	4	4
127	4	5	4	5	4	4	4	4	4	5	4	4	4
128	4	5	4	5	4	4	4	4	4	5	4	4	4
129	4	5	4	5	4	4	4	4	4	5	4	4	4
130	4	5	4	5	4	4	4	4	4	5	4	4	4
131	4	5	4	5	4	4	4	4	4	5	4	4	4
132	4	5	4	5	4	4	4	4	4	5	4	4	4
133	4	5	4	5	4	4	4	4	4	5	4	4	4
134	4	5	4	5	4	4	4	4	4	5	4	4	4
135	4	5	4	5	4	4	4	4	4	5	4	4	4
136	4	5	4	5	4	4	4	4	4	5	4	4	4
137	4	5	4	5	4	4	4	4	4	5	4	4	4
138	4	5	4	5	4	4	4	4	4	5	4	4	4
139	4	5	4	5	4	4	4	4	4	5	4	4	4
140	4	5	4	5	4	4	4	4	4	5	4	4	4
141	4	5	4	5	4	4	4	4	4	5	4	4	4
142	4	5	4	5	4	4	4	4	4	5	4	4	4
143	4	5	4	5	4	4	4	4	4	5	4	4	4
144	4	5	4	5	4	4	4	4	4	5	4	4	4
145	4	5	4	5	4	4	4	4	4	5	4	4	4
146	4	5	4	5	4	4	4	4	4	5	4	4	4
147	4	5	4	5	4	4	4	4	4	5	4	4	4
148	4	5	4	5	4	4	4	4	4	5	4	4	4
149	4	5	4	5	4	4	4	4	4	5	4	4	4
150	4	5	4	5	4	4	4	4	4	5	4	4	4
151	4	5	4	5	4	4	4	4	4	5	4	4	4

1	I would accept almost any type of assignment to keep working for this organization.	95	4	4	114	4	5
2		97	5	4	115	5	5
3		98	4	4	116	5	5
4		99	4	4	117	5	5
5		100	4	4	118	5	5
6		101	4	4	119	5	5
7		102	4	4	120	5	5
8		103	4	4	121	5	4
9		104	4	4	122	5	5
10		105	4	4	123	5	5
11		106	4	4	124	5	5
12		107	4	4	125	4	4
13		108	4	4	126	4	4
14		109	4	4	127	5	5
15		110	4	4	128	5	5
16		111	4	4	129	5	5
17		112	4	4	130	4	4
18		113	4	4	131	5	5
19		114	4	4	132	5	4
20		115	4	4	133	5	4
21		116	4	4	134	4	4
22		117	4	4	135	5	5
23		118	4	4	136	5	5
24		119	4	4	137	5	4
25		120	4	4	138	5	5
26		121	4	4	139	5	5
27		122	4	4	140	5	4
28		123	4	4	141	5	4
29		124	4	4	142	5	4
30		125	4	4	143	5	4
31		126	4	4	144	5	5
32		127	4	4	145	5	4
33		128	4	4	146	5	4
34		129	4	4	147	4	4
35		130	4	4	148	5	4
36		131	4	4	149	4	4
37		132	4	4	150	5	5
38		133	4	4	151	5	5
39		134	4	4			
40		135	4	4			
41		136	4	4			
42		137	4	4			
43		138	4	4			
44		139	4	4			
45		140	4	4			
46		141	4	4			
47		142	4	4			
48		143	4	4			
49		144	4	4			
50		145	4	4			
51		146	4	4			
52		147	4	4			
53		148	4	4			
54		149	4	4			
55		150	4	4			
56		151	4	4			

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Appendix 15: SPSS Variable View

	Name	Type	Width	Decimals	Label	Values	Missing	Columns	Align	Measure	Role
1	Position	Numeric	8	2	are you currentl...	{1.00, Yes}...	99.00	1 8	Right	Nominal	Input
2	CSR	Numeric	8	2	are you aware ...	{1.00, Yes}...	99.00	2 8	Right	Nominal	Input
3	Gender	Numeric	8	2	gender	{1.00, Male}...	99.00	3 8	Right	Nominal	Input
4	Age	Numeric	8	2	age	{1.00, 20 ye...	99.00	4 8	Right	Ordinal	Input
5	Ethnic	Numeric	8	2	ethnic group	{1.00, Malay...	99.00	5 8	Right	Nominal	Input
6	Period	Numeric	8	2	how long have ...	{1.00, Less t...	99.00	6 8	Right	Ordinal	Input
7	Employee1	Numeric	8	2	opportunities	{1.00, Stron...	99.00	7 8	Right	Scale	Input
8	Employee2	Numeric	8	2	mind wander w...	{1.00, Stron...	99.00	8 8	Right	Scale	Input
9	Employee3	Numeric	8	2	type of assign...	{1.00, Stron...	99.00	9 8	Right	Scale	Input
10	Employee4	Numeric	8	2	effort	{1.00, Stron...	99.00	10 8	Right	Scale	Input
11	Economic1	Numeric	8	2	respond all con...	{1.00, Stron...	99.00	11 8	Right	Scale	Input
12	Economic2	Numeric	8	2	product quality	{1.00, Stron...	99.00	12 8	Right	Scale	Input
13	Economic3	Numeric	8	2	customer satisf...	{1.00, Stron...	99.00	13 8	Right	Scale	Input
14	Economic4	Numeric	8	2	maximize profits	{1.00, Stron...	99.00	14 8	Right	Scale	Input
15	Economic5	Numeric	8	2	lower operating...	{1.00, Stron...	99.00	15 8	Right	Scale	Input
16	Economic6	Numeric	8	2	monitor employ...	{1.00, Stron...	99.00	16 8	Right	Scale	Input
17	Economic7	Numeric	8	2	long-term strat...	{1.00, Stron...	99.00	17 8	Right	Scale	Input
18	Legal1	Numeric	8	2	environmental l...	{1.00, Stron...	99.00	18 8	Right	Scale	Input
19	Legal2	Numeric	8	2	legal standards	{1.00, Stron...	99.00	19 8	Right	Scale	Input
20	Legal3	Numeric	8	2	contractual obli...	{1.00, Stron...	99.00	20 8	Right	Scale	Input
21	Legal4	Numeric	8	2	comply with the...	{1.00, Stron...	99.00	21 8	Right	Scale	Input
22	Legal5	Numeric	8	2	law regulating ...	{1.00, Stron...	99.00	22 8	Right	Scale	Input
23	Legal6	Numeric	8	2	diversity workpl...	{1.00, Stron...	99.00	23 8	Right	Scale	Input
24	Legal7	Numeric	8	2	discrimination l...	{1.00, Stron...	99.00	24 8	Right	Scale	Input
25	Ethical1	Numeric	8	2	code of conduct	{1.00, Stron...	99.00	25 8	Right	Scale	Input
26	Ethical2	Numeric	8	2	professional st...	{1.00, Stron...	99.00	26 8	Right	Scale	Input
27	Ethical3	Numeric	8	2	negative impact...	{1.00, Stron...	99.00	27 8	Right	Scale	Input
28	Ethical4	Numeric	8	2	trustworthy com...	{1.00, Stron...	99.00	28 8	Right	Scale	Input
29	Ethical5	Numeric	8	2	fairness	{1.00, Stron...	99.00	29 8	Right	Scale	Input
30	Ethical6	Numeric	8	2	misconduct	{1.00, Stron...	99.00	30 8	Right	Scale	Input
31	Ethical7	Numeric	8	2	provide full and ...	{1.00, Stron...	99.00	31 8	Right	Scale	Input
32	Philanthropi...	Numeric	8	2	image of product	{1.00, Stron...	99.00	32 8	Right	Scale	Input
33	Philanthropi...	Numeric	8	2	perception of b...	{1.00, Stron...	99.00	33 8	Right	Scale	Input
34	Philanthropi...	Numeric	8	2	corporate image	{1.00, Stron...	99.00	34 8	Right	Scale	Input
35	Philanthropi...	Numeric	8	2	help the poor	{1.00, Stron...	99.00	35 8	Right	Scale	Input
36	Philanthropi...	Numeric	8	2	better local co...	{1.00, Stron...	99.00	36 8	Right	Scale	Input
37	Philanthropi...	Numeric	8	2	social responsi...	{1.00, Stron...	99.00	37 8	Right	Scale	Input
38	Philanthropi...	Numeric	8	2	acomodate go...	{1.00, Stron...	99.00	38 8	Right	Scale	Input
39	Philanthropi...	Numeric	8	2	acomodate re...	{1.00, Stron...	99.00	39 8	Right	Scale	Input
40	Employee	Numeric	8	2		None	None	40 10	Right	Scale	Input
41	Economic	Numeric	8	2		None	None	41 10	Right	Scale	Input
42	Legal	Numeric	8	2		None	None	42 10	Right	Scale	Input
43	Ethical	Numeric	8	2		None	None	43 10	Right	Scale	Input
44	Philanthropic	Numeric	8	2		None	None	44 15	Right	Scale	Input

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Appendix 16: SPSS Data View

Position	CSR	Gender	Age	Ethnic	Period	Employee1	Employee2	Employee3	Employee4	Economic1	Economic2	Economic3	Economic4	Economic5	Economic6	Economic7	Legal1	Legal2	Legal3	Legal4	Legal5	Legal6	Legal7			
1	1.00	1.00	2.00	1.00	1.00	4.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	1	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00		
2	1.00	1.00	1.00	3.00	1.00	3.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	2	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00		
3	1.00	1.00	2.00	3.00	2.00	2.00	5.00	4.00	3	5.00	5.00	5.00	4.00	5.00	5.00	4.00	5.00	4.00	4.00	5.00	5.00	4.00	5.00	5.00		
4	1.00	1.00	1.00	2.00	1.00	2.00	3.00	3.00	4	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00		
5	1.00	1.00	1.00	4.00	1.00	3.00	5.00	5.00	5	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00		
6	1.00	1.00	1.00	2.00	1.00	1.00	4.00	3.00	6	5.00	5.00	2.00	2.00	5.00	4.00	3.00	6	5.00	5.00	4.00	5.00	5.00	5.00	3.00	5.00	
7	1.00	1.00	2.00	3.00	1.00	3.00	4.00	5.00	7	4.00	5.00	4.00	5.00	4.00	5.00	4.00	4.00	7	4.00	5.00	4.00	4.00	5.00	5.00	4.00	
8	1.00	1.00	2.00	3.00	1.00	2.00	5.00	4.00	8	4.00	5.00	4.00	5.00	4.00	5.00	5.00	5.00	8	4.00	4.00	5.00	5.00	4.00	5.00	4.00	
9	1.00	1.00	2.00	2.00	3.00	2.00	4.00	4.00	9	3.00	5.00	4.00	4.00	3.00	4.00	4.00	3.00	9	4.00	5.00	3.00	4.00	3.00	5.00	4.00	
10	1.00	1.00	2.00	3.00	1.00	3.00	5.00	5.00	10	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	10	5.00	5.00	5.00	5.00	5.00	5.00	5.00	
11	1.00	1.00	2.00	3.00	2.00	2.00	4.00	5.00	11	4.00	4.00	5.00	5.00	5.00	5.00	4.00	4.00	11	5.00	5.00	5.00	5.00	4.00	5.00	4.00	
12	1.00	1.00	1.00	3.00	1.00	3.00	5.00	5.00	12	4.00	5.00	4.00	5.00	4.00	5.00	5.00	5.00	12	5.00	4.00	5.00	4.00	4.00	5.00	4.00	
13	1.00	1.00	2.00	3.00	2.00	2.00	5.00	5.00	13	3.00	3.00	3.00	3.00	5.00	4.00	3.00	4.00	13	4.00	5.00	5.00	3.00	4.00	4.00	4.00	
14	1.00	1.00	2.00	3.00	1.00	3.00	4.00	4.00	14	5.00	5.00	5.00	4.00	4.00	4.00	5.00	4.00	14	5.00	4.00	4.00	5.00	5.00	4.00	5.00	
15	1.00	1.00	1.00	3.00	1.00	3.00	4.00	5.00	15	4.00	5.00	4.00	5.00	4.00	5.00	4.00	5.00	15	5.00	5.00	5.00	5.00	5.00	5.00	5.00	
16	1.00	1.00	2.00	3.00	2.00	2.00	4.00	3.00	16	3.00	4.00	4.00	3.00	5.00	5.00	5.00	5.00	16	5.00	5.00	5.00	5.00	5.00	3.00	5.00	
17	1.00	1.00	2.00	3.00	1.00	2.00	4.00	4.00	17	5.00	5.00	4.00	4.00	4.00	5.00	4.00	5.00	17	4.00	5.00	5.00	5.00	5.00	4.00	4.00	
18	1.00	1.00	1.00	3.00	1.00	3.00	4.00	5.00	18	4.00	5.00	5.00	5.00	4.00	4.00	5.00	4.00	18	4.00	4.00	4.00	4.00	5.00	4.00	4.00	
19	1.00	1.00	1.00	3.00	1.00	3.00	5.00	5.00	19	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	19	5.00	5.00	5.00	5.00	5.00	5.00	5.00	
20	1.00	1.00	1.00	3.00	1.00	3.00	5.00	5.00	20	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	20	5.00	5.00	5.00	5.00	5.00	5.00	5.00	
21	1.00	1.00	2.00	4.00	1.00	4.00	5.00	5.00	21	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	21	5.00	5.00	5.00	5.00	5.00	5.00	5.00	
22	1.00	1.00	2.00	3.00	1.00	3.00	4.00	4.00	22	5.00	5.00	5.00	5.00	5.00	4.00	4.00	5.00	22	5.00	4.00	5.00	5.00	5.00	5.00	4.00	
23	1.00	1.00	1.00	3.00	2.00	2.00	4.00	4.00	23	5.00	4.00	5.00	5.00	5.00	4.00	5.00	4.00	23	5.00	4.00	4.00	4.00	4.00	5.00	5.00	
24	1.00	1.00	2.00	3.00	2.00	2.00	4.00	4.00	24	3.00	4.00	3.00	3.00	5.00	4.00	5.00	4.00	24	5.00	4.00	3.00	3.00	4.00	4.00	3.00	
25	1.00	1.00	2.00	3.00	1.00	2.00	4.00	5.00	25	5.00	4.00	5.00	4.00	4.00	4.00	5.00	5.00	25	5.00	4.00	5.00	4.00	4.00	5.00	5.00	
26	1.00	1.00	2.00	3.00	1.00	3.00	5.00	5.00	26	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	26	4.00	5.00	4.00	5.00	4.00	4.00	5.00	
27	1.00	1.00	2.00	2.00	2.00	1.00	3.00	4.00	27	5.00	4.00	4.00	3.00	3.00	2.00	2.00	3.00	27	5.00	4.00	2.00	5.00	3.00	2.00	5.00	4.00
28	1.00	1.00	2.00	3.00	1.00	2.00	4.00	5.00	28	5.00	5.00	4.00	3.00	3.00	4.00	3.00	3.00	28	5.00	4.00	3.00	3.00	4.00	4.00	4.00	
29	1.00	1.00	2.00	4.00	1.00	3.00	5.00	5.00	29	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	29	5.00	5.00	5.00	5.00	5.00	5.00	5.00	
30	1.00	1.00	1.00	3.00	1.00	2.00	5.00	3.00	30	4.00	4.00	5.00	5.00	4.00	3.00	4.00	4.00	30	4.00	4.00	5.00	4.00	4.00	3.00	4.00	
31	1.00	1.00	2.00	3.00	1.00	2.00	3.00	4.00	31	5.00	3.00	4.00	4.00	5.00	3.00	4.00	4.00	31	5.00	5.00	3.00	4.00	4.00	4.00	5.00	
32	1.00	1.00	1.00	4.00	1.00	3.00	5.00	5.00	32	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	32	5.00	5.00	5.00	5.00	5.00	5.00	5.00	
33	1.00	1.00	2.00	3.00	1.00	2.00	4.00	5.00	33	5.00	4.00	5.00	4.00	4.00	5.00	5.00	5.00	33	5.00	5.00	5.00	5.00	5.00	5.00	5.00	
34	1.00	1.00	2.00	3.00	1.00	2.00	4.00	5.00	34	5.00	4.00	3.00	3.00	4.00	5.00	3.00	4.00	34	5.00	4.00	3.00	3.00	3.00	5.00	4.00	
35	1.00	1.00	1.00	4.00	1.00	3.00	5.00	5.00	35	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	35	5.00	5.00	5.00	5.00	5.00	5.00	5.00	
36	1.00	1.00	2.00	3.00	1.00	3.00	5.00	5.00	36	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	36	5.00	5.00	5.00	5.00	5.00	5.00	5.00	
37	1.00	1.00	2.00	4.00	1.00	3.00	5.00	5.00	37	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	37	5.00	5.00	5.00	5.00	5.00	5.00	5.00	
38	1.00	1.00	2.00	3.00	2.00	2.00	4.00	3.00	38	4.00	4.00	3.00	4.00	4.00	5.00	4.00	4.00	38	5.00	5.00	3.00	3.00	4.00	3.00	4.00	
39	1.00	1.00	2.00	3.00	2.00	2.00	5.00	5.00	39	4.00	5.00	5.00	5.00	5.00	4.00	4.00	4.00	39	5.00	4.00	5.00	5.00	4.00	4.00	5.00	

Ethical1	Ethical2	Ethical3	Ethical4	Ethical5	Ethical6	Ethical7	Philanthrop ic1	Philanthrop ic2	Philanthrop ic3	Philanthrop ic4	Philanthrop ic5	Philanthrop ic6	Philanthrop ic7	Philanthrop ic8	Employee	Economic	Legal	Ethical	Philanthropic	
1	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	20.00	1	35.00	35.00	35.00	40.00
2	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	20.00	2	35.00	35.00	35.00	40.00
3	5.00	5.00	5.00	5.00	5.00	4.00	4.00	5.00	5.00	5.00	4.00	4.00	19.00	3	32.00	31.00	33.00	38.00		
4	4.00	2.00	3.00	5.00	5.00	3.00	3.00	5.00	5.00	4.00	4.00	4.00	14.00	4	26.00	24.00	25.00	31.00		
5	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	20.00	5	35.00	35.00	35.00	40.00		
6	4.00	3.00	2.00	5.00	3.00	2.00	4.00	3.00	6	4.00	4.00	4.00	17.00	6	23.00	32.00	23.00	29.00		
7	5.00	5.00	4.00	4.00	5.00	5.00	5.00	5.00	7	5.00	5.00	5.00	17.00	7	31.00	32.00	32.00	37.00		
8	5.00	4.00	4.00	5.00	5.00	4.00	5.00	5.00	8	5.00	5.00	4.00	18.00	8	32.00	31.00	31.00	35.00		
9	5.00	4.00	4.00	4.00	5.00	4.00	4.00	5.00	9	3.00	4.00	4.00	16.00	9	28.00	27.00	30.00	32.00		
10	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	10	5.00	5.00	5.00	20.00	10	35.00	35.00	35.00	40.00		
11	4.00	5.00	4.00	5.00	4.00	5.00	4.00	5.00	11	5.00	5.00	4.00	17.00	11	33.00	33.00	31.00	33.00		
12	5.00	4.00	4.00	4.00	5.00	4.00	5.00	4.00	12	4.00	4.00	4.00	19.00	12	33.00	30.00	31.00	33.00		
13	4.00	5.00	4.00	4.00	5.00	3.00	3.00	5.00	13	3.00	3.00	5.00	3.00	14.00	13	28.00	29.00	27.00	30.00	
14	5.00	4.00	4.00	4.00	5.00	5.00	4.00	4.00	14	5.00	4.00	4.00	18.00	14	31.00	31.00	31.00	34.00		
15	5.00	4.00	5.00	4.00	5.00	4.00	5.00	4.00	15	5.00	5.00	5.00	18.00	15	32.00	35.00	32.00	38.00		
16	4.00	5.00	3.00	3.00	4.00	4.00	4.00	3.00	16	3.										

A STUDY ON THE INFLUENCE OF CORPORATE SOCIAL RESPONSIBILITY DIMENSIONS ON EMPLOYEE ENGAGEMENT IN THE BANKING INDUSTRY

Employee	Philanthrop							Employee	Economic				Legal	Ethical	Philanthropic					
	Ethical1	Ethical2	Ethical3	Ethical4	Ethical5	Ethical6	Ethical7		ic1	ic2	ic3	ic4				ic5	ic6	ic7	ic8	
40	5.00	5.00	5.00	5.00	5.00	5.00	5.00	79	5.00	5.00	5.00	5.00	5.00	5.00	5.00	40	35.00	35.00	35.00	40.00
41	4.00	4.00	4.00	4.00	4.00	4.00	4.00	80	2.00	5.00	4.00	3.00	3.00	4.00	5.00	41	32.00	32.00	31.00	36.00
42	5.00	5.00	5.00	5.00	5.00	5.00	5.00	81	3.00	4.00	4.00	3.00	5.00	4.00	3.00	42	35.00	35.00	35.00	40.00
43	5.00	5.00	5.00	5.00	5.00	5.00	5.00	82	5.00	5.00	5.00	5.00	5.00	5.00	5.00	43	35.00	35.00	35.00	40.00
44	5.00	5.00	5.00	5.00	5.00	5.00	5.00	83	5.00	5.00	5.00	5.00	5.00	5.00	5.00	44	35.00	35.00	35.00	40.00
45	5.00	5.00	5.00	5.00	5.00	5.00	5.00	84	5.00	5.00	5.00	5.00	5.00	5.00	5.00	45	35.00	35.00	35.00	40.00
46	3.00	4.00	3.00	4.00	3.00	4.00	3.00	85	5.00	5.00	5.00	5.00	5.00	5.00	5.00	46	30.00	29.00	29.00	33.00
47	3.00	4.00	5.00	3.00	5.00	3.00	4.00	86	4.00	4.00	4.00	4.00	4.00	4.00	4.00	47	32.00	28.00	28.00	33.00
48	5.00	5.00	4.00	3.00	5.00	3.00	5.00	87	5.00	5.00	5.00	5.00	5.00	5.00	5.00	48	28.00	27.00	30.00	29.00
49	5.00	4.00	5.00	5.00	5.00	5.00	4.00	88	5.00	5.00	5.00	5.00	5.00	5.00	5.00	49	31.00	31.00	33.00	35.00
50	5.00	5.00	5.00	5.00	5.00	5.00	5.00	89	5.00	5.00	5.00	5.00	5.00	5.00	5.00	50	35.00	35.00	35.00	40.00
51	5.00	5.00	5.00	5.00	5.00	5.00	5.00	90	5.00	5.00	5.00	5.00	5.00	5.00	5.00	51	35.00	35.00	35.00	40.00
52	5.00	5.00	5.00	5.00	5.00	5.00	5.00	91	5.00	5.00	5.00	5.00	5.00	5.00	5.00	52	35.00	35.00	35.00	40.00
53	4.00	4.00	5.00	5.00	4.00	5.00	4.00	92	5.00	4.00	4.00	5.00	4.00	4.00	5.00	53	31.00	32.00	31.00	34.00
54	5.00	5.00	5.00	5.00	5.00	5.00	5.00	93	5.00	5.00	5.00	5.00	5.00	5.00	5.00	54	35.00	35.00	35.00	40.00
55	4.00	4.00	5.00	4.00	4.00	4.00	4.00	94	5.00	5.00	5.00	5.00	5.00	5.00	5.00	55	32.00	28.00	29.00	37.00
56	4.00	5.00	5.00	4.00	3.00	4.00	3.00	95	5.00	5.00	5.00	5.00	5.00	5.00	5.00	56	33.00	30.00	28.00	32.00
57	5.00	4.00	5.00	5.00	4.00	4.00	5.00	96	2.00	2.00	2.00	3.00	4.00	4.00	5.00	57	34.00	32.00	32.00	35.00
58	5.00	3.00	3.00	4.00	5.00	4.00	4.00	97	5.00	3.00	4.00	5.00	4.00	4.00	5.00	58	27.00	27.00	27.00	34.00
59	3.00	3.00	4.00	4.00	4.00	5.00	3.00	98	5.00	5.00	5.00	5.00	5.00	5.00	5.00	59	28.00	26.00	26.00	31.00
60	5.00	5.00	5.00	5.00	5.00	4.00	4.00	99	4.00	5.00	3.00	5.00	4.00	3.00	3.00	60	27.00	28.00	33.00	31.00
61	4.00	4.00	5.00	5.00	5.00	5.00	5.00	100	5.00	5.00	4.00	5.00	5.00	5.00	5.00	61	32.00	34.00	32.00	37.00
62	5.00	5.00	5.00	5.00	5.00	5.00	5.00	101	5.00	5.00	5.00	5.00	5.00	5.00	5.00	62	35.00	35.00	35.00	40.00
63	5.00	5.00	5.00	5.00	5.00	5.00	5.00	102	5.00	5.00	5.00	5.00	5.00	5.00	5.00	63	35.00	35.00	35.00	40.00
64	4.00	4.00	3.00	3.00	5.00	5.00	3.00	103	4.00	4.00	3.00	4.00	4.00	5.00	5.00	64	27.00	25.00	27.00	31.00
65	4.00	5.00	5.00	4.00	2.00	2.00	3.00	104	3.00	3.00	3.00	4.00	2.00	3.00	3.00	65	25.00	27.00	25.00	28.00
66	5.00	3.00	4.00	3.00	2.00	3.00	4.00	105	5.00	5.00	5.00	5.00	5.00	5.00	5.00	66	25.00	26.00	24.00	34.00
67	5.00	5.00	5.00	5.00	5.00	5.00	5.00	106	5.00	5.00	5.00	5.00	5.00	5.00	5.00	67	35.00	35.00	35.00	40.00
68	5.00	5.00	5.00	5.00	5.00	5.00	5.00	107	5.00	5.00	5.00	5.00	5.00	5.00	5.00	68	35.00	35.00	35.00	40.00
69	3.00	4.00	5.00	4.00	3.00	4.00	3.00	108	5.00	3.00	5.00	3.00	3.00	5.00	3.00	69	29.00	28.00	27.00	30.00
70	5.00	5.00	5.00	5.00	5.00	5.00	5.00	109	5.00	5.00	5.00	5.00	5.00	5.00	5.00	70	35.00	35.00	35.00	40.00
71	4.00	4.00	4.00	5.00	5.00	5.00	4.00	110	4.00	4.00	4.00	4.00	4.00	4.00	4.00	71	29.00	31.00	29.00	33.00
72	5.00	5.00	5.00	5.00	5.00	5.00	5.00	111	5.00	5.00	5.00	5.00	5.00	5.00	5.00	72	35.00	35.00	35.00	40.00
73	5.00	5.00	5.00	5.00	5.00	5.00	5.00	112	5.00	5.00	5.00	5.00	5.00	5.00	5.00	73	35.00	35.00	35.00	40.00
74	3.00	1.00	1.00	1.00	1.00	5.00	4.00	113	3.00	5.00	5.00	2.00	1.00	1.00	12.00	74	12.00	17.00	16.00	26.00
75	4.00	5.00	5.00	5.00	5.00	5.00	5.00	114	4.00	5.00	5.00	4.00	4.00	4.00	5.00	75	29.00	32.00	34.00	36.00
76	5.00	4.00	5.00	5.00	5.00	5.00	5.00	115	5.00	5.00	5.00	5.00	5.00	5.00	5.00	76	33.00	31.00	32.00	38.00
77	5.00	4.00	4.00	5.00	4.00	4.00	5.00	116	5.00	4.00	4.00	4.00	5.00	5.00	5.00	77	33.00	31.00	31.00	36.00
78	4.00	4.00	5.00	5.00	4.00	4.00	4.00	117	5.00	4.00	4.00	4.00	5.00	5.00	5.00	78	30.00	32.00	31.00	35.00

Position	CSR	Gender	Age	Ethnic	Period	Employee1	Employee2	Employee3	Employee4	Employee5	Employee6	Employee7	Employee8	Employee9	Employee10	Employee11	Employee12	Employee13	Employee14	Employee15	Employee16	Employee17	Employee18	Employee19	Employee20	Employee21	Employee22	Employee23	Employee24	Employee25	Employee26	Employee27	Employee28	Employee29	Employee30	Employee31	Employee32	Employee33	Employee34	Employee35	Employee36	Employee37	Employee38	Employee39	Employee40	Employee41	Employee42	Employee43	Employee44	Employee45	Employee46	Employee47	Employee48	Employee49	Employee50	Employee51	Employee52	Employee53	Employee54	Employee55	Employee56	Employee57	Employee58	Employee59	Employee60	Employee61	Employee62	Employee63	Employee64	Employee65	Employee66	Employee67	Employee68	Employee69	Employee70	Employee71	Employee72	Employee73	Employee74	Employee75	Employee76	Employee77	Employee78	Employee79	Employee80	Employee81	Employee82	Employee83	Employee84	Employee85	Employee86	Employee87	Employee88	Employee89	Employee90	Employee91	Employee92	Employee93	Employee94	Employee95	Employee96	Employee97	Employee98	Employee99	Employee100	Employee101	Employee102	Employee103	Employee104	Employee105	Employee106	Employee107	Employee108	Employee109	Employee110	Employee111	Employee112	Employee113	Employee114	Employee115	Employee116	Employee117	Employee118	Employee119	Employee120	Employee121	Employee122	Employee123	Employee124	Employee125	Employee126	Employee127	Employee128	Employee129	Employee130	Employee131	Employee132	Employee133	Employee134	Employee135	Employee136	Employee137	Employee138	Employee139	Employee140	Employee141	Employee142	Employee143	Employee144	Employee145	Employee146	Employee147	Employee148	Employee149	Employee150	Employee151	Employee152	Employee153	Employee154	Employee155	Employee156	Employee157	Employee158	Employee159	Employee160	Employee161	Employee162	Employee163	Employee164	Employee165	Employee166	Employee167	Employee168	Employee169	Employee170	Employee171	Employee172	Employee173	Employee174	Employee175	Employee176	Employee177	Employee178	Employee179	Employee180	Employee181	Employee182	Employee183	Employee184	Employee185	Employee186	Employee187	Employee188	Employee189	Employee190	Employee191	Employee192	Employee193	Employee194	Employee195	Employee196	Employee197	Employee198	Employee199	Employee200	Employee201	Employee202	Employee203	Employee204	Employee205	Employee206	Employee207	Employee208	Employee209	Employee210	Employee211	Employee212	Employee213	Employee214	Employee215	Employee216	Employee217	Employee218	Employee219	Employee220	Employee221	Employee222	Employee223	Employee224	Employee225	Employee226	Employee227	Employee228	Employee229	Employee230	Employee231	Employee232	Employee233	Employee234	Employee235	Employee236	Employee237	Employee238	Employee239	Employee240	Employee241	Employee242	Employee243	Employee244	Employee245	Employee246	Employee247	Employee248	Employee249	Employee250	Employee251	Employee252	Employee253	Employee254	Employee255	Employee256	Employee257	Employee258	Employee259	Employee260	Employee261	Employee262	Employee263	Employee264	Employee265	Employee266	Employee267	Employee268	Employee269	Employee270	Employee271	Employee272	Employee273	Employee274	Employee275	Employee276	Employee277	Employee278	Employee279	Employee280	Employee281	Employee282	Employee283	Employee284	Employee285	Employee286	Employee287	Employee288	Employee289	Employee290	Employee291	Employee292	Employee293	Employee294	Employee295	Employee296	Employee297	Employee298	Employee299	Employee300	Employee301	Employee302	Employee303	Employee304	Employee305	Employee306	Employee307	Employee308	Employee309	Employee310	Employee311	Employee312	Employee313	Employee314	Employee315	Employee316	Employee317	Employee318	Employee319	Employee320	Employee321	Employee322	Employee323	Employee324	Employee325	Employee326	Employee327	Employee328	Employee329	Employee330	Employee331	Employee332	Employee333	Employee334	Employee335	Employee336	Employee337	Employee338	Employee339	Employee340	Employee341	Employee342	Employee343	Employee344	Employee345	Employee346	Employee347	Employee348	Employee349	Employee350	Employee351
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Appendix 17: Alpha Value for Dependent Variable: Employee Engagement

Scale: Employee

Case Processing Summary

		N	%
Cases	Valid	150	100.0
	Excluded ^a	0	.0
	Total	150	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.741	.743	4

Inter-Item Correlation Matrix

	opportunities	mind wander wen doing my work	type of assignment	effort
opportunities	1.000	.291	.378	.509
mind wander wen doing my work	.291	1.000	.452	.446
type of assignment	.378	.452	1.000	.445
effort	.509	.446	.445	1.000

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation
opportunities	13.5133	3.245	.491	.288
mind wander wen doing my work	13.5467	3.243	.501	.279
type of assignment	13.5933	2.914	.544	.302
effort	13.5067	3.124	.609	.383

Item-Total Statistics

	Cronbach's Alpha if Item Deleted
opportunities	.706
mind wander wen doing my work	.700
type of assignment	.678
effort	.643

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
18.0533	5.125	2.26377	4

Appendix 18: Alpha Value for Independent Variable: Economic Responsibility

Scale : Economic

Case Processing Summary

		N	%
Cases	Valid	150	100.0
	Excluded ^a	0	.0
	Total	150	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.848	.848	7

Inter-Item Correlation Matrix

	respond all consumer complaint	product quality	customer satisfaction as indicator	maximize profits
respond all consumer complaint	1.000	.375	.346	.367
product quality	.375	1.000	.442	.497
customer satisfaction as indicator	.346	.442	1.000	.389
maximize profits	.367	.497	.389	1.000
lower operating costs	.255	.414	.416	.528
monitor employee's productivity	.352	.459	.590	.596
long-term strategies	.326	.369	.459	.632

Inter-Item Correlation Matrix

	lower operating costs	monitor employee's productivity	long-term strategies
respond all consumer complaint	.255	.352	.326
product quality	.414	.459	.389
customer satisfaction as indicator	.416	.590	.459
maximize profits	.528	.596	.632
lower operating costs	1.000	.571	.388
monitor employee's productivity	.571	1.000	.532
long-term strategies	.388	.532	1.000

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation
respond all consumer complaint	27.2000	12.336	.447	.216
product quality	27.1667	11.361	.578	.356
customer satisfaction as indicator	27.1733	11.648	.599	.425
maximize profits	27.1933	10.694	.702	.565
lower operating costs	27.1867	11.670	.583	.396
monitor employee's productivity	27.1667	11.120	.722	.559
long-term strategies	27.1533	11.124	.620	.465

Item-Total Statistics

	Cronbach's Alpha if Item Deleted
respond all consumer complaint	.849
product quality	.831
customer satisfaction as indicator	.828
maximize profits	.812
lower operating costs	.830
monitor employee's productivity	.810
long-term strategies	.825

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
31.7067	15.162	3.89380	7

Reliability

Appendix 19: Alpha Value for Independent Variable: Legal Responsibility

Scale : Legal

Case Processing Summary

		N	%
Cases	Valid	150	100.0
	Excluded ^a	0	.0
Total		150	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.862	.862	7

Inter-Item Correlation Matrix

	environmental laws	legal standards	contractual obligation	comply with the law
environmental laws	1.000	.496	.533	.654
legal standards	.496	1.000	.368	.515
contractual obligation	.533	.368	1.000	.555
comply with the law	.654	.515	.555	1.000
law regulating hiring and employee benefits	.523	.571	.384	.513
diversity workplace	.484	.472	.483	.468
discrimination in employee's compensation and promotion	.425	.417	.306	.414

Inter-Item Correlation Matrix

	law regulating hiring and employee benefits	diversity workplace	discrimination in employee's compensation and promotion
environmental laws	.523	.484	.425
legal standards	.571	.472	.417
contractual obligation	.384	.483	.306
comply with the law	.513	.468	.414
law regulating hiring and employee benefits	1.000	.404	.450
diversity workplace	.404	1.000	.448
discrimination in employee's compensation and promotion	.450	.448	1.000

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation
environmental laws	27.0333	12.153	.706	.528
legal standards	26.9600	12.696	.633	.438
contractual obligation	26.9800	13.000	.582	.400
comply with the law	27.0267	12.456	.710	.537
law regulating hiring and employee benefits	27.0000	12.859	.636	.441
diversity workplace	26.9533	13.159	.613	.396
discrimination in employee's compensation and promotion	26.9267	13.625	.538	.315

Item-Total Statistics

	Cronbach's Alpha if Item Deleted
environmental laws	.832
legal standards	.842
contractual obligation	.850
comply with the law	.831
law regulating hiring and employee benefits	.842
diversity workplace	.845
discrimination in employee's compensation and promotion	.855

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
31.4800	17.097	4.13484	7

Appendix 20: Alpha Value for Independent Variable: Ethical Responsibility

Case Processing Summary

		N	%
Cases	Valid	150	100.0
	Excluded ^a	0	.0
	Total	150	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.856	.857	7

Inter-Item Correlation Matrix

	code of conduct	professional standard	negative impacts of activity on our community	trustworthy company
code of conduct	1.000	.492	.464	.553
professional standard	.492	1.000	.536	.448
negative impacts of activity on our community	.464	.536	1.000	.557
trustworthy company	.553	.448	.557	1.000
fairness	.403	.455	.521	.487
misconduct	.398	.362	.424	.470
provide full and accurate information to all customers	.440	.425	.548	.544

Inter-Item Correlation Matrix

	fairness	misconduct	provide full and accurate information to all customers
code of conduct	.403	.398	.440
professional standard	.455	.362	.425
negative impacts of activity on our community	.521	.424	.548
trustworthy company	.487	.470	.544
fairness	1.000	.351	.422
misconduct	.351	1.000	.379
provide full and accurate information to all customers	.422	.379	1.000

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation
code of conduct	26.9000	12.641	.617	.404
professional standard	26.9400	12.339	.608	.394
negative impacts of activity on our community	27.0267	11.529	.695	.497
trustworthy company	27.0267	11.395	.696	.502
fairness	26.9467	12.118	.590	.362
misconduct	26.9733	12.483	.526	.286
provide full and accurate information to all customers	26.9867	12.510	.621	.405

Item-Total Statistics

	Cronbach's Alpha if Item Deleted
code of conduct	.837
professional standard	.838
negative impacts of activity on our community	.824
trustworthy company	.824
fairness	.840
misconduct	.850
provide full and accurate information to all customers	.836

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
31.4667	16.143	4.01786	7

Appendix 21: Alpha Value for Independent Variable: Philanthropic Responsibility

Scale: Philanthropic

Case Processing Summary

Cases	Valid	N	
		N	%
		150	100.0
	Excluded ^a	0	.0
	Total	150	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.891	.890	8

Inter-Item Correlation Matrix

	image of product	perception of business conduct	corporate image	help the poor
image of product	1.000	.470	.459	.498
perception of business conduct	.470	1.000	.527	.501
corporate image	.459	.527	1.000	.520
help the poor	.498	.501	.520	1.000
better local community	.528	.569	.577	.614
social responsibility	.534	.539	.550	.589
accommodate governmental request	.379	.476	.427	.441
accommodate requests for NGOs	.342	.537	.515	.438

Inter-Item Correlation Matrix

	better local community	social responsibility	accommodate governmental request	accommodate requests for NGOs
image of product	.528	.534	.379	.342
perception of business conduct	.569	.539	.476	.537
corporate image	.577	.550	.427	.515
help the poor	.614	.589	.441	.438
better local community	1.000	.635	.526	.371
social responsibility	.635	1.000	.598	.478
accommodate governmental request	.526	.598	1.000	.437
accommodate requests for NGOs	.371	.478	.437	1.000

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation
image of product	31.3533	18.015	.601	.385
perception of business conduct	31.4333	17.012	.684	.486
corporate image	31.3867	16.896	.675	.477
help the poor	31.3600	17.279	.682	.488
better local community	31.3667	16.999	.731	.581
social responsibility	31.4400	16.409	.750	.582
accommodate governmental request	31.3933	17.717	.615	.423
accommodate requests for NGOs	31.3800	18.224	.583	.410

Item-Total Statistics

	Cronbach's Alpha if Item Deleted
image of product	.883
perception of business conduct	.875
corporate image	.876
help the poor	.875
better local community	.870
social responsibility	.868
accommodate governmental request	.882
accommodate requests for NGOs	.884

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
35.8733	22.272	4.71937	8

Appendix 22: Google Form Survey Response

Acknowledgement of Notice

 Copy

150 responses



- I have been notified and that I hereby understood, consented and agreed per UTAR above notice.
- I disagree, my personal data will not be processed.

Section A: Demographic Profile

Are you currently working at executive or managerial position in the bank

 Copy

150 responses



- Yes
- No (If no, then this questionnaire is not relevant to you, thank you for your time.)

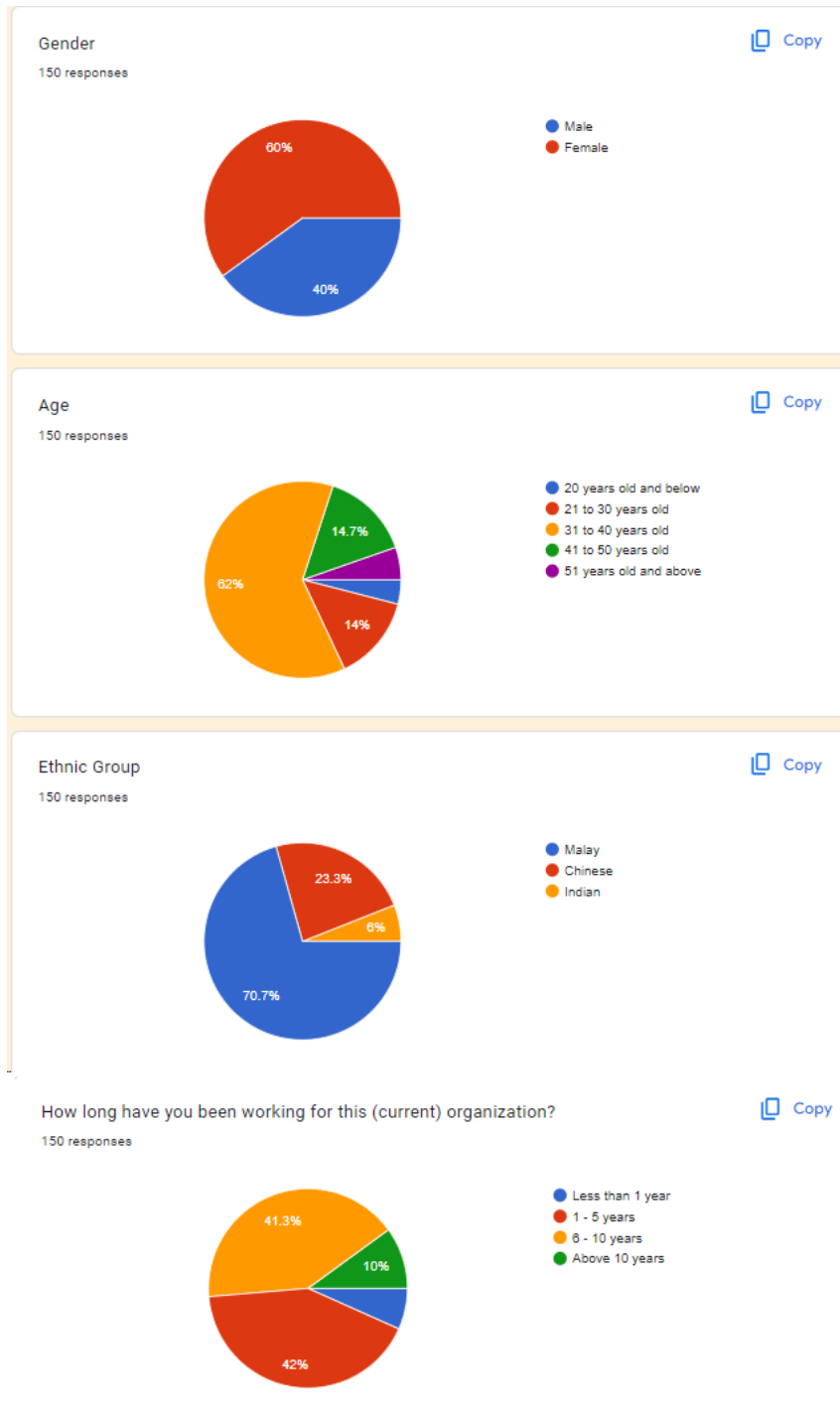
Are you aware about the CSR activity of the bank?

 Copy

150 responses



- Yes
- No (If no, then this questionnaire is not relevant to you, thank you for your time.)



Appendix 23: Coefficient Range

Coefficient range	Strength
±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: Adapted from Mohamed, R. K. M. H., Nor, C. S. M., Hasan, N. A., Olagathan, V., & Gunasekaran, Y. (2013). The impact of an organization's culture towards employees' performance: A study on the frontline hotel employees. *International Journal of Academic Research in Business and Social Sciences*, 3(8), 1.

Appendix 24: Model Summary

Model Summary							
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics		
					R Square Change	F Change	df1
1	.882 ^a	.779	.772	1.07984	.779	127.460	4

Model Summary		
Model	Change Statistics	
	df2	Sig. F Change
1	145	<.001

a. Predictors: (Constant), Philanthropic, Economic, Ethical, Legal

Appendix 25: ANOVA

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	594.496	4	148.624	127.460	<.001 ^b
	Residual	169.077	145	1.166		
	Total	763.573	149			

a. Dependent Variable: Employee

b. Predictors: (Constant), Philanthropic, Economic, Ethical, Legal

Appendix 26: Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	1.989	.738		2.694	.008		
	Economic	.040	.059	.069	.676	.500	.147	6.810
	Legal	.054	.055	.098	.971	.333	.149	6.699
	Ethical	.138	.056	.245	2.456	.015	.153	6.535
	Philanthropic	.244	.041	.509	5.908	<.001	.206	4.854

a. Dependent Variable: Employee

Appendix 27: Stepwise Backward

→ Regression

[DataSet1] C:\Users\User1\OneDrive\Desktop\utar\Y3S1\SPSS NEW 150_1.sav

Model	Variables Entered	Variables Removed	Method
1	Philanthropic, Economic, Ethical, Legal ^b		Enter
2		Economic	Backward (criterion: Probability of F-to-remove >= .100).
3		Legal	Backward (criterion: Probability of F-to-remove >= .100).

a. Dependent Variable: Employee

b. All requested variables entered.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	Change Statistics			Sig. F Change
						F Change	df1	df2	
1	.882 ^a	.779	.772	1.07984	.779	127.460	4	145	<.001
2	.882 ^b	.778	.773	1.07783	-.001	.457	1	145	.500
3	.880 ^c	.775	.772	1.08166	-.003	2.049	1	146	.154

a. Predictors: (Constant), Philanthropic, Economic, Ethical, Legal

b. Predictors: (Constant), Philanthropic, Ethical, Legal

c. Predictors: (Constant), Philanthropic, Ethical

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	594.496	4	148.624	127.460	<.001 ^b
	Residual	169.077	145	1.166		
	Total	763.573	149			
2	Regression	593.964	3	197.988	170.428	<.001 ^c
	Residual	169.609	146	1.162		
	Total	763.573	149			
3	Regression	591.584	2	295.792	252.814	<.001 ^d
	Residual	171.990	147	1.170		
	Total	763.573	149			

a. Dependent Variable: Employee

b. Predictors: (Constant), Philanthropic, Economic, Ethical, Legal

c. Predictors: (Constant), Philanthropic, Ethical, Legal

d. Predictors: (Constant), Philanthropic, Ethical

A STUDY ON THE INFLUENCE OF CORPORATE SOCIAL RESPONSIBILITY
DIMENSIONS ON EMPLOYEE ENGAGEMENT IN THE BANKING INDUSTRY

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.989	.738		2.694	.008
	Economic	.040	.059	.069	.676	.500
	Legal	.054	.055	.098	.971	.333
	Ethical	.138	.056	.245	2.456	.015
2	(Constant)	2.105	.717		2.936	.004
	Legal	.071	.049	.129	1.431	.154
	Ethical	.153	.052	.272	2.956	.004
	Philanthropic	.248	.041	.518	6.103	<.001
3	(Constant)	2.220	.715		3.106	.002
	Ethical	.193	.044	.342	4.404	<.001
	Philanthropic	.272	.037	.567	7.300	<.001

a. Dependent Variable: Employee

Excluded Variables^a

Model		Beta In	t	Sig.	Partial Correlation	Collinearity Statistics Tolerance
2	Economic	.069 ^b	.676	.500	.056	.147
3	Economic	.114 ^c	1.247	.214	.103	.184
	Legal	.129 ^c	1.431	.154	.118	.187

a. Dependent Variable: Employee

b. Predictors in the Model: (Constant), Philanthropic, Ethical, Legal

c. Predictors in the Model: (Constant), Philanthropic, Ethical