

EMPLOYEES' PERCEPTION ON ORGANIZATIONAL
COMMITMENT IN CORPORATE SOCIAL
RESPONSIBILITY

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DECLARATION

We hereby declare that:

- (1) This undergraduate research project is the end result of our own work and that due acknowledgement has been given in the references to ALL sources of information be they printed, electronic, or personal.
- (2) No portion of this research project has been submitted in support of any application for any other degree or qualification of this or any other university, or other institutes of learning.
- (3) Equal contribution has been made by each group member in completing the research project.
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DEDICATION

This research project is dedicated to our dear beloved parents.

For your unconditional love, support and guidance throughout our life

*You have always been and always will be our heroes. Thank you for the family that
means more to us anything in this world.*

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LIST OF ABBREVIATIONS

ACCA	Association Certified Chartered Accountant
CSR	Corporate Social Responsibility
EPAs	Employee Assistance Programs
EPS	Employee Perception Survey
HRM	Human Resource Management
ISO	International Organization for Standardization
OPSSC	Office of the Public Standard Sector Commissioner
PSC	Psychosocial Safety Climate
SPSS	Statistical Package for Social Science
WLB	Work Life Balance

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PREFACE

The awareness of Corporate Social Responsibility (CSR) in Malaysia has been gained over the years since 2006. Therefore, the CSR implementation is identified into 4 categories which are listed in the Bursa Malaysia CSR framework. The research group is honour to conduct this research, as this research enables to reveals the employee's degree of view onto this field, and whichever the CSR practices are implemented.

ABSTRACT

The term and concept of Corporate Social Responsibilities (CSR) was a popular topic for management discussion. It was widely discussed for over the past 50 centuries. However, in Malaysia, it was started to be popular from the year of 2006. In the budget speech held in 2006, the Prime Minister of Malaysia YAB Dato' Seri Abdullah bin Haji Ahmad Badawi was declared that it is compulsory for every public listed organizations to include their CSR activities in the annual report to overseeing how much they had contributed to the society every year.

In this research, we are going to explore what is the perception of employees on their organization commitment in CSR or in other words, the internal CSR that practice in an organization towards their employees. We would focus on the main five dimensions which include of health and safety provided by the organization, work life balance policy for employees, training and development programmed provided, employee autonomy and also compensation and benefits of employees in the particular organization.

The target population for this research is around 200 respondents. The questionnaire designed would be distributed to the employees in different industries which include of manufacturing, service, telecommunication, construction, education, food and beverage, banking and finance and electrical industry in Malaysia. Secondary data would be used for the literature review part of this research and the primary data collected from employees by questionnaire would be used for discussion in the later chapters.

In the end of this research, we are going to find out which industry had the most commitment to their employees and how the perception of employees varies between industries. This research would be able to contribute to the organizations as a guideline for them to improve their commitment towards employees. Hence, it is worthwhile for us to run this research.

CHAPTER 1: INTRODUCTION

1.0 Introduction

This chapter is to introduce about the background of the research, research problem definition, significant of the research, and objective of the research.

1.1 Research Background

In present business world, the main concept for an organization to be successful is by maximizing the profit and their shareholder's wealth especially in the era of global recession. Since beginning of the 20th century, impact of a business on the economic, social and politic aspects has becoming a main concern in every organization (Turkër, 2006). Organizations are not only needed to be committed to employees internally but they are also responsible to the public community. This leads to the emerging importance on the CSR term. According to recent research done, CSR had stressed organizations to assign substantial resources for the welfare of community, organizations are encourage to spend more money on this rather as an investment because it is beneficial to both organization itself and stakeholders (Ali, Rehman, Ali, Yousaf, & Zia, 2010).

CSR has become a very popular topic for everyone in the society. Particularly, multinational corporations are very concern on this issue when they need more foreign direct investment to pump in capital into company's future development. This is because in current society, investors are not only concern on profits earned in the company yet they are concerning on what have the company contributes to the society apart from earning huge amount of profits. Investors are putting more focus on what

the company is contributing to the society which signifies whether the company achieves the International Organization for Standardization (ISO) certificates in proofing that they are performing up to the standard of requirements as far as CSR is concern (Ali et al. 2010).

According to several researchers, it was stated that there is a significant relationship between CSR and corporate success (Heslin & Achoa, 2008). Therefore, it is very important for an organization to practice this. Among the stakeholders in an organization, employees are one of the most important stakeholders in order to determine the success or failure in a business because they are one of the main assets that the organization need to have in order to growth. However, there are very few studies conducted in the past are focus on the relationship between employees' perception and organizational commitment (Ali et al. 2010). Although many of the organization are concern on the factors that caused the turnover of employees in an organization and employees absenteeism but there is still lack of research that focus on the issues of employee's perception towards the organizational commitment in CSR.

Throughout the research conducted in the past which discussed on the issues of employees perception and organizational commitment, it shows that CSR will increase the level of commitment of the employees to the organization because it is concern on the welfare of the employees and their family as well (Ali et al. 2010). According to Moskowitz (1972); Turban and Greening (1996); Albinger and Freeman (2000); Greening and Turban (2000); Backhuas et al. (2002); Peterson (2004); Dawkins (2004), they stated that contribution of CSR to the community will make the employees increased motivation in performing their task because they may feel proud to work in an organization that cares for the society as a whole. Besides, they are more committed to the organization as they feel that they are part of the members contributing to the society.

As employee perception is so important in an organization, researchers are going to develop a theoretical framework on how the organizational commitment affects

employees' perception in an organization which will be discussed throughout the whole research. Researchers are going to find out on variables which may affect the perception of employees the most organizations.

1.2 Problem Statement

In every organization, employees are one of the key people in identifying whether the organization would succeed in the future (Thilmont, 2005). Due to the advancement of science and technology of this era, people who are currently working in this society having a high expectation on their work compare to people in the past. Employees are seeking for job which provides them better welfare in other organizations once they are not satisfied with the present organization they are working with or they perceive organization is not committed to them especially experienced employees in the particular field. This has lead plenty of organizations failed to succeed or growth because of the loss of talented and experienced employees. Therefore, during the 1970s, CSR has become a favourite topic for management discussion (Corporate Social Responsibility and Related Terms).

CSR is defined as the practice of organization in making money in an ethical way and respect for the community, environment, shareholders, employees and other stakeholders as an overall impression. On the other hand, the practice of CSR activities in an organization reflects how committed the organization is to the employees and it is used as a guideline for organization to measure the perception of employees in organizational commitment towards CSR. The awareness of organizations towards the practice of CSR in Malaysia was started since year 2006. According to the budget speech held in 2006, the 5th Prime Minister of Malaysia YAB Dato' Seri Abdullah bin Haji Ahmad Badawi declared that every Public Listed Company is required to disclose performed CSR activities in their annual report (Corporate Social Responsibility (CSR) Framework for Malaysia Public Listed Companies).

With the rising level of education in Malaysia, many people are more concerning on CSR practice in organization. Several non-governmental organizations and professional accounting bodies such as Consumer Association of Penang, World Wide Fund for Nature (WWF) Malaysia, Business Ethics Malaysia and Association Certified Chartered Accountant (ACCA) as well as Federation of Malaysia Consumer Association are actively involved in initiating and promoting CSR among the public companies. However, CSR practice in Malaysia is still lagging behind compared to the CSR practice in Western countries. Malaysia Security Commission viewed CSR as part of the corporate governance and believed that CSR is able to strengthen the framework on good governance by considering the wider interest of the stakeholders in an organization and society as a whole (Fathilatul Zakimi Abdul Hamid, 2011).

CSR in Malaysia is mainly concern on four main focal area which includes environment on how to efficiently reduced the pollution of emission to the environment; the community on what is the contribution of organizations towards the community such as adopting a school or other possible activities; the marketplace which includes of promoting green products to customers or engaging in ethical procurement practices. Lastly is the workplace which includes providing a quality workplace to the employees (Corporate Social Responsibility (CSR) Framework for Malaysian Public Listed Companies). Yet, according to some recent research and newspaper articles, it argued that the practice of CSR by organizations in Malaysia may differ from what the nation and employees perceived. The employees may think that organization perform lesser than expected one.

Therefore researchers are going to find out what will be the most relevant factors affect the employees' perception on the organizational commitment towards CSR and the factors will be shown in a framework model developed. Towards the end, employees and organization are going to understand and have a clearer picture on the factors that are related to CSR which affects employees' perception on the organizational commitment.

1.3 Research Objective

The main objectives of this research:

1. To identify the factors that will affect employees' perception on organizational commitment in CSR.
2. To provide a set of guideline for organization to understand employees' perception on organizational commitment in CSR.
3. To make a comparison on organizational commitment in CSR between various industries.

1.4 Research Questions

There are several questions can be shown to examine this research. Specifically, this study addressed the following research questions:

1. How do employees perceive CSR activities conducted by organization?
2. How does CSR affect employees' perception and organizational performance?
3. How does employees' perception provide a guideline to organization to improve their commitment?
4. Which industry provides highest organizational commitment in CSR?

1.5 Hypothesis of the Study (for quantitative research)

As described earlier in this study, several studies indicated that CSR plays an important role to increase organizational commitment. In other words, when CSR has met employees' expectation, it will enhance organizational commitment.

However, employees' expectation and the actual CSR provided for employees an observable gap which creates the problem. Numerous organizations are failed to satisfy employees' expectation on CSR because organization does not take the initiative to discover what actually do employees' expect on CSR. Therefore, it creates an opportunity for researchers to discover what employees' expect on organizational commitment towards CSR. Researchers found out 5 variables that can be used to investigate the relationship between health and safety, work life balance, training and development, employee's autonomy, as well as compensation and benefits with organization.

1.6 Significance of the Study

The importance of CSR has become an important issue for employees' commitment. Better organization effectiveness can be maintained when it keeps employees satisfied and productive.

CSR has both internal and external practices. This research study is mainly focusing on internal CSR practices on how employees perceived on CSR in their organization. Internal CSR practice is referring to physical and psychological working environment which directly related to employees. It would significantly affect on health and safety of employees, work life balance, training and development provided to employees, employee autonomy as well as compensation and benefits. There are other factors which are related to employees directly or indirectly that researchers do not take into consideration for this research study.

Literature commented the more employees influenced by CSR actions, the higher the organizational commitment will be, and consequently it will enhance their productivity and increase on organizational effectiveness. Unfortunately, a number of organizations do not realize what they have to do in order to retain their employees.

As for the practitioners or policy makers, the contribution of this research study is to understand better on what employees' needed in organizations situated in Malaysia. Thus, appropriate actions or employment law should be developed to enhance both organizations' and employees' protection. Besides that, this research study also aimed at enhancing employees' positive attitudes towards their organization and the intention lead to lower down the turnover rate with the help of developing an effective Human Resource Management (HRM) practices.

Looking into organization perspective, this research study can be used as a way to understand employees' perception on most of the CSR actions. By doing this, organizations are better knowing on what actually employees' needed. Subsequently a better relationship between employees and organizations is fostered too. This is because when CSR practices is equivalent to employees' expected, employees perceived organization is committed to them; hence they are willing to respond with more cooperative and supportive actions, and trade off with more commitment from organization. Furthermore, high level of employee commitment increases organizational production and improved on organizational reputation to provide more competitive advantages to organization and affects on organizational performance positively.

1.7 Chapter Layout

Under this section, researchers briefly outlined every chapters of this research study. There are five chapters in total for the whole research study. Each chapter carries out different areas of study. The briefed outlines of each chapter are as followed:-

Chapter 1: Introduction

Researchers are going to discuss on the background of research, research problem definitions, significance of study, objectives of research and the hypothesis of this study.

Chapter 2: Literature Review

Researchers are utilizing other resources of information or journals article as the references of their area of study. They are moving on discussion and evaluation of these literatures into their research study.

Chapter 3: Research Methodology

In this chapter, researchers are describing on the methods used to conduct in this research and the components are include general research design, sampling method, measuring scales, data collection method and other related procedures. Further discussion will be done by researchers as well.

Chapter 4: Research Result

The result of this research will be derived from Statistical Package Social Science (SPSS). Tables are attached together to present the results in a simpler form and a brief explanation is included for all relevant tests and results.

Chapter 5: Discussion and Conclusion

Researchers are going to conduct a discussion regarding the result obtained. Besides that, they are providing recommendation, implication and conclusion at the end of chapter.

1.8 Conclusion

As a conclusion, researchers have further explained on the concepts and current issues which related to this research. Generally, the purpose of this research is to identify the employees' perception on organizational commitment towards CSR. Besides that, the problem statement, research objectives, hypothesis and research questions have been discussed earlier in this chapter.

CHAPTER 2: LITERATURE REVIEW

2.0 Introduction

First of all, researchers will review definitions of employees' perception, employee commitment, CSR and the importance of CSR. Secondly, researchers describe clearly on organizational commitment and the employees' perceptions on organizational commitment. Thirdly, researchers are going to discuss the theoretical constructs of CSR which includes Health and Safety, Work Life Balance, Training and Development, Employee Autonomy, and Compensation and Benefits. In addition, researchers also discuss these constructs to highlight employees' perception on it. At last, they are going to conclude by formulating a conceptual paradigm of CSR that may influence employees' perception on organizational commitment in CSR.

2.1 Review of Literature Review

2.1.1 Employee Commitment

There are numerous studies defined on employee commitment differently. Several studies define employee commitment as an attitude perspective of an individual possesses (Mowday, Porter, & Steers, 1982; O'Reilly, 1989), while some other studies define employee commitment as a behavioural perspective rather than attitude perspective (Meyer & Allen, 1997)

In our study, definition of employee commitment is adopted from (Porter, Steers, Mowday, & Boulian, 1974) as this definition has both attitude and behavioural perspective from the above authors. According to them, they

defined employee commitment as an employee's willingness to exert a great effort on behalf of the organization and their intention to stay with the organization. Employee commitment can be categorized into three components which are affective commitment, continuance commitment and normative commitment. Affective commitment can be defined as an employee's emotional attachment to an organization which makes them willing to assist organization to achieve goals. On the other hand, continuance commitment is defined as the awareness of an employee that the costs incurred to leave the organization is greater than the benefits to continue stay in the organization. Lastly, normative commitment refers to the obligated feelings to continue serve the organization (Meyer & Allen, 1991).

Prior studies indicate that employee commitment associated with a strong relationship with employee's job performance (Mathieu & Zajac, 1990; Mackenzie, Podsakoff, & Aheame, 1998; Ketchand & Strawser, 2001; Riketta, 2002) and employee turnover (Mathieu & Zajac, 1990; Ketchand & Strawser, 1998; Stallworth, 2004). Employee commitment has a strong linkage with employee autonomy. An employee with high job autonomy in most cases with high employee commitment. These committed employees with high job autonomy has a high possibility of performing their job well as they are valued by the organization and they have strong sense of belonging to the organization which makes they have a negative relationship with the intention to leave the organization. This has explained the positive relationship between employee commitment and employee's job performance. Furthermore, employees with high commitment are less likely to have the intention to leave the organization for other employment (Mathieu & Zajac, 1990). Moreover, these highly committed employees have greater loyalty and are more likely to stay with the organization (Chow, 1994)

2.1.2 Corporate Social Responsibility

Corporate Social Responsibility (CSR) has become an important issue in recognizing all types of businesses such as small, medium, sole proprietorships, and partnerships, as well as large organizations to have the initiatives promoting their relationship with their customers, their employees, and their community at large. According to Fraser (2005) CSR is defined as sustainable development which needs to be responsible not only for their shareholders but also must in charge the stakeholders like employees, customers, suppliers, government and non-governmental organizations. Most of the organizations are using CSR to strengthen its relationship with their stakeholders and these strengthened relationships help organizations to minimize conflicts with their stakeholders and maximize stakeholders' loyalty.

CSR has bring great attention in most organizations which required to integrate social and environmental concerns into their daily operation (Bowd et al. 2006: 147) and involves in the integration of environmental, social and economic considerations into an organization's corporate culture along with strategy formulation. In addition, CSR is also the inter-link between business and society rather than distinct entities. Consequently, society has expectation for appropriate business behavior and outcomes (Wood, 1991). The impact on society is often based on how the organizations are able to manage the business process (Baker, 2005). It serves as a set of management practices that propel an organization to maximize the positive impacts of its operations on society and allowing the organization to meet the legal, ethical, commercial and public expectations often placed on business (Jamali & Mirshak, 2006).

On the other hand, CSR also mean to operate a business in a socially responsible manner whereby the business which include carries out ethical practices in employment and labour by improving workplaces; involved in building local communities and communicates with concerned communities regarding the consequences of its policies and products; invests in building

social infrastructure; contributes to a cleaner environment, its protection and sustainability; and others. CSR is an integral component of the operations of an organization whereby it voluntarily contributes to society in terms of economic, environmental, ethical and social investment. Thus, organizations should measure these components in order to produce a positive and suitable impact for both society and organization. A good CSR is about how an organization maximizing its positive impact on society at the same time maximizing its returns (Gopal & Parvesh, 2010).

However, businesses are not responsible to the society as a whole yet it towards their stakeholders (Clarkson, 1995; Wood, 1991; Wood & Jones, 1995). From the stakeholder theory's perspective, organizations should consider on how their actions are going to affect all relevant communities such as shareholders, customers, employees, suppliers, environment and community (Smith, 2003a, b). The reasons for these considerations are to improve the investor relationships, increased economic profits, strengthen the employees' commitment, increased public scrutiny and the idea of "right thing to do" (Gan, 2006; Holcomb et al. 2007; Juholin, 2004).

Numerous researches on CSR are focused on environment, financial performance and emphasized on strategic significance of CSR for organization successes. Nevertheless, there are little research focused on employees' perceptions towards CSR and the influence on their organizational commitment. Researchers on employee behavior and CSR have suggested use of CSR to build strong employee bond with organizations and to achieve better employees and organizational performance. Besides that, organizational commitments in CSR are considered as a crucial success in the future.

2.1.3 Organizational Commitment

According to Mowday, Porter & Steers (1982) defined organizational commitment as “the strength of an individual’s identification with and involvement in his or her organization.” It is not just involved the feelings of employees towards the organization that employed him or her but also include the willingness of the employee in putting effort in his or her work in order to achieve the organization’s goals and the desire of them to remain their membership in the organization. There are three types of organizational commitment which is affective commitment, normative commitment and continuance commitment (Brown, 1996; Meyer & Allen, 1991; Pinder, 1998).

Among the three types of commitment, the conceptualize of affective commitment is more relevant in this study as it is defined as how attached individuals are to the organization and the extent to which they accept the organization's values as their own (Somers, 1995). This commitment can develop from antecedents such as positive experiences with the organization, job-related characteristics, personal characteristics and structural characteristics (Meyer & Allen, 1991). There is general agreement that affective commitment is the most frequently studied form of commitment and that it entails identification with the relevant target, agreement with the target’s values, and personal involvement (Meyer & Allen, 1997).

Bateman and Strasser (1984) state that the reasons for studying organizational commitment are related to “employee behaviours and performance effectiveness, attitudinal, affective, and cognitive constructs such as job satisfaction, characteristics of the employee’s job and role, such as responsibility and finally personal characteristics of the employee such as age, job tenure” According to Meyer et al., 1993, job satisfaction was found positively correlated with affective commitment. Employees are continuously re-evaluating their commitment to an organization. They want and expect particular outcomes for the effort they give to the organization (Brown, 1996).

When the outcome they get is not as what they expected, it may reduce the willingness of the particular employee to continuously exert effort into the job given and this may subsequently affect the commitment of employees towards the organization too.

Results of research on commitment examines whether the different components of commitment have certain consequences. The commitment outcomes that are widely studied include employee retention, attendance, organizational citizenship, and job performance.

2.1.4 Dependent Variable (Employees' Perception)

There is a wide definition on the word of "perception". However, it is very difficult for people to measure or to determine whether it is good or bad in reality. This is because perception is something very subjective and it usually based on how an individual perceive. According to Oxford dictionary, perception is defined as "the ability of a person to perceive the relative distance of objects on one's visual field" (Oxford Dictionaries). It can be classified as a sense that can feel by eye, ear, skin, nose or tongue. Besides, perception of a person may affect one's action. When people have certain sense on something, it may follow by integration, analysis, reaction and finally followed by decision making (The Definition of Perception). Therefore, there is an emerging concern on the employees' perception in an organization.

According to Robin, perception is a process by which an individual sense which organize and interpret what they feel through their sensory impression in order to give response to the environment. Employee's perception is so important in every organization that how people feel may affect the decision they make or their behaviour towards work which this may affect the performance of an organization as a whole. When employees perceived the

organization is not committed to them, they may be inserting less effort in doing their daily work and this is commonly known as organizational behaviour. Employees who have this kind of perception may not be necessarily based on the reality but it is merely a view of them in a situation. (Robbins et al. 2004, p.132).

In general, there are three main categories of elements that affect the perception of employees in every organization. These three categories of elements include the situation, the perceiver and the target (Employee Perception, 2011). Situation include the environment that a person expose to during their working hour such as organization social settings, the time or working hour and the people they are work with. The factors which affect how they perceived may include attitudes towards work, experience in a particular field and their expectations. Lastly, the target may include their motions, goals and what they wanted to achieve in performing their work as well. (Employee Perception, 2011)

Due to the emerging importance of employee perception in an organization, the Office of the Public Standard Sector Commissioner (OPSSC) introduce with a series of Employee Perception Survey (EPS) to investigate whether the behaviour of their agency is consistent with human resource standards. In addition, it is aimed to help the employees in establishing their knowledge in Public Interest Disclosure Act, 2003 and to help the employees to build up confidence level in work. According to the law, human resource practices in every agency should be consistent with the WA Public Sector Code of Ethics to ensure that their employees are protected by the law. Furthermore, this survey also beneficial to the agency itself because organizations will have the chance to have a better understanding on what their employees' wants and needs through the survey besides aware on the progress of the organization itself and make necessary improvement (Employee Perception Survey).

Therefore, researchers are going to use health and safety, work life balance, training and development, employee autonomy as well as compensation and benefit as the independent variables to measure how much the organization is committed to their employees and find out the relationship between these independent variables with the dependent variable on how employees perceive towards organizational commitment in this research study. The results obtained will be further discussed in the following chapters.

2.1.5 Independent Variables

Hence in this study, researchers are going to determine whether health and safety, work life balance, training and development, employee autonomy and finally compensation and benefit have significant relationship in employees' perception on organizational commitment in CSR.

2.1.5.1 Health and Safety

In every organization, health concern and safe working environment is a basic requirement which is both legally and ethically desirable. This has become a very important matter to increase employees' satisfaction towards their job and increase their work productivity subsequently. However, the effectiveness of organization in promoting their employees well-being is heavily depends on the efforts of those who control the resources of organization and make decision on how work is structured and those who face the potential psychological and physical risks of work. (Hofmann & Tetrick, 2003).

For instance, a multinational organization experiences high risk due to their geographically dispersed locations and operations as well as to locations in developing nations where national standards are less comprehensive compared

to developed countries. Furthermore, small and medium sized organizations are making up the volume of the world's business organizations which often face the same health and safety problems. According to the research done, it is stated that work practices which promoting health and safety suggested there are significant health and safety gains realized through integrating "people practices" (Zacharatos, Barling, & Iverson, 2005), and the perception of jobs insecurity among employees can also be reduced by offering them fair compensation, implement a motivating work design and encouraging transformational leadership among supervisors in order to enhance health and safety outcomes.

Generally, the working environment of employees is very significant because it may affect a person's health either directly or indirectly. Ones may face a serious health problem if he or she is working in an unfavourable or dangerous working environment for a long period of time. However, certain job may be necessary for employees to get expose to hazardous working environment due to the nature of the job. There is a wide range of impacts that can be found in organizations that affects health, production, property, the environment and business continuance. These impacts include everything that can be found in organization itself and the work practices that occur. Although these interactions between the components are plenty and complex, the organizations have the responsibility to provide employees a set of safety work clothes in order to minimize the risk of injuries exposure. Ethnically, organization should have social responsibilities in protecting their employees from expose to dangerous working environment.

Since work is an important function in our daily lives and people are usually spending an average of eight hours a day in the workplace. The labour environment should be healthy and safe. Many examples of employees all around the world turns up exposed to risks on their health such as dust, dangerous fumes, noise, vibrations and extreme temperatures. However, a numbers of organizations are less concerned on the protection of their employees' occupational health and safety and even worse, some

organizations do not realize that they have the moral to act legally and responsibility to protect their employees. Thus, occupational health and safety is a broad discipline that concerns on the promotion and maintenance of the highest degree of physical, mental and social well-being of workers; the prevention of workers from health caused by working conditions; the protection of workers from risks adverse to health; and lastly the adaption of the occupational environment to the physiological and psychological capabilities of employees (Reese, 2003; Erickson, 1996). Occupational health and safety covers the social, mental and physical well-being of the employees.

In this present society, a numbers of organizations have improved workplace safety and lowered work-related accidents by collaborating with human factors experts to incorporate workers' cognitive, perceptual, and physical limitations when designing occupational environments. In addition, they have incorporated work-setting factors such as workload, monotony, and work scheduled. Furthermore, they also monitored worker characteristic such as risky behaviours and human errors which may lead to accidents (Noyes, 2001). Healthcare settings, for instance hospitals, long-term care facilities, and mental health facilities are now commonly incorporated in most of the multinational organizations seeing as the nature of the work environment and employees' characteristics impact both employees' and patients' safety. Accidents and incidents, the concept of risk, and the role of human errors are integral to designing safer work environments in all work-setting.

On the other hand, much attention in developing countries is dedicated to working conditions in making sure the working condition do not pose health threats or endanger human lives (McDonald et al. 2009; Babichenko, J. and Babichenko, S. 2008; Giretti et al. 2008; Hernaus et al. 2008; Kleiner et al. 2008; Kazlauskaite and Buciuniece 2008; Lu et al. 2008). The awareness on health and safety issue is increasing in those developed countries as majority of their citizens are much knowledgeable on health issue besides they are more concern on it. In those countries, people may perceive the organization is not committed to the employees when the physical working environment provided

for them is not safe. They are aware the importance of health, with a Chinese saying of health is the biggest wealth in one's life. Thus it is not worthwhile for them to work under a working environment which may affect their health.

According to a research, the researchers define a new construct - Psychosocial Safety Climate (PSC) which affects psychological working conditions and in turn psychological health and engagement that can be influence by senior management. Psychosocial Safety Climate (PSC) defined as policies, practices and procedures for the protection of employees psychological health and safety (Dallard, 2007). It relates to freedom from psychological and social risk or harm. In general, organizations climate refers to shares perceptions of organizational policies, practices, and procedures (Reichers & Schneider, 1990, p.22). Organizational climate research that uses broad climate constructs has been criticized, due to the lack of specificity in predicting outcomes (Carr, Schmidit, Ford, & DeShon, 2003). Therefore, a researcher argued that climate measures should be specific for predicting outcomes; for example, a "climate for service" or a "climate for safety". In their framework, PSC is a facet specific component of organizational climate, a "climate for psychosocial health and safety", which expected to precede working conditions. A safety climate refers to a climate for physical health and safety, and shown to predict individual safety behaviour (Coyle, Sleeman, & Adams, 1995), industrial accidents (Neal & Griffin, 2006), and injury to physical health. Safety climate relates to employees' perceptions of management's commitment and performance with regards of safety policy, procedures and practice. There are two different lines of research have emerged: (1) safety climate is focusing on workplace climate, work systems and environment, and physical health outcomes; and (2) physical health outcomes and stress literature focusing on psychosocial risk factors and psychosocial health outcomes. Besides that, psychosocial safety also relates to team psychological climate, 'a shared belief held by a work team that the team is safe for interpersonal risk taking' (Edmondson, 1999, p.354). Employees who experience a team environment that is psychologically safe are free to engage in risk taking behaviour that is necessary for learning.

Moreover, new technologies and the new work processes also have hesitant impact on the improvement of working conditions. Technology is a hybrid concept that tools and machines on the hand, and production processes and procedures on the other (Scott, 1990). Technological innovation is a process that results from the efforts and activities of a group or of an organizational system that represents a new starting point in resource allocation (Gattiker, 1990). Due to rapid change of environment and technological change, machinery is classified as one of the important assets for most of the organizations in order for them to achieve successes. Moreover, they believed that machines have the ability to reduce occupational health and safety problems as well. However, the problem of employees exposed to injuries in workplace is increasing from time to time. This issue of workplace accidents has long been associated with the development of technology, with production processes and with work methods. Furthermore, for some managers, particularly in small and medium-sized firms, workplace health and safety is not an organizational responsibility, but instead a moral issue for the individual worker, an issue in relation to which the employers have no legitimacy (Champoux & Brun, 2000).

In the area of organizational innovations, teamwork is fundamentally changing the organization of work and the vertical command structure. Teamwork was originally conceived as a means of humanizing work by taking into account the needs and interests of every employee. Participation is often developed and implemented with the goal of increasing work productivity as an organizational structure that fits well with new technologies. This shows the issue of workplace and safety in teamwork needed to be explored more fully. There is no technological or organizational innovation can resolves the problems associated with workplace health and safety automatically.

On the other hand, health and safety is an important component of CSR in which it will indirectly affect the reputation of the organizations to the public. Organizations need to plan a positive image to public and to potential employees as well as investors and it is an essential dimension of CSR too.

According to World Health Organization (2007), it had clearly stressed the need for organizations to act socially responsibly in terms of promoting employees' health. It emphasized that health promoting is "a modern corporate strategy" crucial to organizations' social legitimacy and effectiveness. In conjunction to absenteeism and turnover rate it may due to stress, burnout and other health problems which increasingly related to demanding professional careers, health promotion is playing an important role by which organizations can contribute both to their employees' individual health and well-being (Mikael, 2009). Therefore, CSR not only be regarded as various expressions of reactive adaptation by organizations to external pressures to act socially responsibly which to promote employee health and well-being but it is a good CSR to manipulate and enact their environments which are related to their needs and requirements. It is considered as a social behaviour and a crucial source of uncertainty to organizations that need to be controlled.

Furthermore, psychosocial risk factors and issues such as work-related stress, harassment, bullying and violence at work are also classified as factors that will affect the health of employees. The increasing numbers of such cases above are recognized as potential threats to employees' health related to work and work organization because it may affect one's health mentally. Although employees may not have a physical illness when he or she feels that the jobs is very stressful in his or her daily life, but there is sure have certain impact on the mental of the employees. The person may suffer the illness mentally every day with his or her jobs. Hence, organizations should consider on taking steps that can help their employees to reduce their stress towards jobs and also other psychosocial risk factors that might affect the employee's jobs performance in order to ensure the productivity of employees in the organizations and also let the employees feel that they are also accountable for their organizations.

There is no doubt that focus on the well-being of employees should constitute one of the main aspects in any firm's CSR because it can be considered as a voluntary commitment whose objectives and actions must always be directed

beyond the minimal levels of worker protection. This is to make sure that employees' benefit from higher standards of occupational health and safety than required by law or taking into account external implications, for example, the application in the workplace of health, safety and welfare criteria in the recruitment of sub-contractors or in the process of commercializing goods and services. In addition, CSR can be considered as an opportunity which use to integrate occupational health and safety aspects into broader frameworks or also an opportunity to address occupational health and safety questions which compliance with the legislation (European Agency for Safety and Health at Work, 2004b).

2.1.5.2 Work Life Balance

According to Jim Bird (2006), work life balance (WLB) is being introduced in year 1960s and 1970s. During the late 1960s and early 1970s, employees are considered work-life mainly an issue for working mothers who struggled with the demands of their jobs and raising children. Since that time, many women are having dual role in their family. They need to work both in the home and also in the labour market. Most of the working mother is required to perform two jobs every day. In daytime, they work as an employees in an organization while after working hours, they need to look after their children and even the elderly at home. According to Mata Greenwood (2001) learned gender roles such as parent, housekeeper and provider largely determine the type of work men and women do. For example, women have the traditional role as homemakers, more female than male employees tend to combine both economic activities and non-economic activities together which is household and work in organization. It is especially difficult for women to achieve a satisfactory balance between work and home life, if they wish to advance their legal careers (Ivana Bacik, 2006). Therefore, throughout this period and into the mid-1980s, the U. S. government had the major impact in the field, as

reflected by the Presidential Conference on Families, the Pregnancy Discrimination Act, and the Quality of Employment Survey (Bird, 2006).

During the 1980s, recognizing the value and needs of their women contributors, pioneering organizations such as Merck, Deloitte & Touche, and IBM began to change their internal workplace policies, procedures, and benefits. The changes included maternity leave; employee assistance programs (EAPs), flextime, home-based work, and child-care referral. These changes are specially designed for women who have dual role in a family to help them perceived a balance between work and family. However during the 1980s, men began voicing work-life concerns. Due to the changes in the culture and environment, men are playing different roles in both work and family as well. Men are also having the responsibilities in taking care of child as a father and care for their wives and parents. The responsibilities of taking care of children and elderly are no longer relied on women only but men are also responsible for household activities. Hence, by the end of the decade, work-life balance was seen as more than just a women's issue, it also being seen as affecting men, families, organizations and cultures (Bird, 2006). Men and women are being seen as equal and WLB is concerned on all level of people without bordering on gender.

The rising level of education of women has equally same as men. Thus, this has lead to an increased demand for female employees. Just as women have better integrated into the professional world whilst maintaining their family responsibilities, men too are becoming more interested in their home and family activities (Thompson et al., 1999). Due to this development, the fields of work and family overlap, leading to a situation that is even more challenging for present society's workers giving rise to the need for family supportive human resource management policies (Schneider et al., 2008). Thus stated from 1990s, WLB was recognized as a vital issue for everyone who consists of women, men, parents and non-parents, singles, and couples. This growing awareness on the importance of this issue resulted in major growth in attempted work-life solutions during this decade. Numerous studies

shown the generations from baby boomers to new college graduates were making job choices based on their own work-life issues and employers' cultures (Bird, 2006). A large numbers of organizations are started to practice WLB in their organization in order to increase the commitment between employees and them. WLB has been also seen as an area that can affect employees' perception on organizational commitment in CSR.

Before going into more detail of this study, researchers are having an in depth overview on the definition of WLB. There is a wide definition of WLB, Dundas (2008) argues that work-life balance is about effectively managing the juggling act between paid work and all other activities that are important to people such as family, community activities, voluntary work, personal development and leisure and recreation. When employees perceived a balance between work and their personal life, the stress on work can be reduced effectively due to the reasonable working hours and time for personal life. Employees may feel that their basic needs are fulfilled because they have time for others activities besides working. However, long working hours sometimes may place a person in a stressful situation. Long and anti-social working hours, a lack of job control and high conflicting work demands may increase a stress of a person on job which is known as job stress. (Bitneret et al. 1994; Faulkner & Patiar, 1997; Karatepe & Uludag, 2007; Papadopoulou-Bayliss et al. 2001; Zohar, 1994). When the level of job stress is high, employees may feel that organization is less committed to them because they are unable to have their social activities besides working and turnover rate is increasing too.

According to Thomas and Ganster (1995), WLB practices include a wide range of programs. It includes flexible scheduling and work arrangements, family leave, employee assistance programs, counselling services, child care services, and others (Flora F.T. Chiang, 2010). A number of organizations applied WLB policies as part of their primary effort to raise the organizational commitment on their employees increasingly (Grover & Crooker, 1995). Many organizations are applying flexible working hours in order to retain their employees by giving them some time and energy to engage in social or

families' activities. Flexible working hours provide employees with the flexibility and autonomy in perceiving a balance between their work demands and other non-work commitment. This type of working condition or time may increase the employee's ability to harmonize work and family obligations (Bond & Wise, 2003). Thus, it helps the employees in fostering a balance between work and family demand and the employees will be more committed to the organization. Furthermore, a healthy working condition is created by giving employee flexibility in work as employees' level of stress may decrease. Employees may feel that organization cares for their well-being when organization is concerned on the WLB issue to its employees (Grover & Crooker, 1995) and this may subsequently increase the commitment of employees towards the organization.

In addition, Monique Valcour (2010) stated that the perceptions of organizational work-life support reflect employees' global assessment of the extent to which their organization respects and supports their desire to successfully combine work and non-work roles and intends to help them to do so. It is believed that balancing a successful career with personal or family life can be challenging and impact on a person's satisfaction in their work and personal life's roles (Broers, 2005). Besides, WLB is important in every organization because employees may have the perception that organization is not committed to them when they are unable to perceive a balance between working and their social life. Several researches found that employees' perceptions of organizational work-life support and related constructs such as family-supportive organization perceptions and organizational work-family culture are associated with increased of organizational commitment, organizational citizenship behaviours, job satisfaction and psychological well-being, and decreased work-family conflict and turnover intentions (Allen, 2001; Mesmer-Magnus & Viswesvaran, 2006; O'Neill et al. 2009; Thompson, Beauvais, & Lyness, 1999; Thompson & Prottas, 2006).

In this current society, WLB plays an important role in retaining talented employees and attracting talents to join in every organization. Due to the changes in economic conditions and social demand, the role of work has changed as well besides the awareness of WLB is increasing globally. Historically, WLB is more widely perceived in the Western countries while in the Eastern countries, it is yet to be popularized. However, with the drastic changes in the environment in this present society, employees are stressed to perceive a balance between work and their family. Many organizations in Malaysia are practicing WLB in order to retain the talented employees, attract talents to join their organization and increase employees' productivity. They are aware that there is a linkage between WLB and job satisfaction which related to employees' perception on organizational commitment towards the CSR. The examples of WLB practices taken by organization in public, government and corporate sector in Malaysia include job sharing, flexible working hour, telecommuting, paternity leave and vacation.

Furthermore, the number of higher education institutions has been increasing rapidly in Malaysia with the establishment of the University of Malaya in 1962. Malaysia has experienced increasing numbers of public and private universities due to the extreme growth of student enrolments. There is an expansion of courses in various fields especially in science and technology and an increase in the internet and web-based teaching (Khairunneezam Mohd Noor, 2011). The increasing number of student enrolments has lead to the increasing demand of qualified lecturers and tutors. These changes illustrate the complexity of academic work in an increasingly demanding environment (Houston, Meyer & Paewai, 2006). Moore (2007) stated that by improving an organization's work-life balance, it is not only lead to a greater productivity but also to a greater organization's loyalty and low level of intent to leave the organization. Therefore, in order to retain the qualified professors in a higher education institution, most of them are offering flexible working hours to their staffs. Professors in most of the university in Malaysia are able to arrange their working hours as long as it comply the rules and regulations set by the university.

Furthermore, certain organization practice vacation rewards system to their employees. Employees will have this vacations benefit every year in achieving a balance between work and social life. In U.S., most organizations will provide their employees a standardization period of two weeks duration for vacation annually while some organizations provide longer period of time depending on employees' length of service. (Sunil Joshi, John Leichne, Keith Melanson, Cristina Pruna, Nicolai Sager, Cathi Jo Story, Kevin Williams, 2002). The longer the period employees served in the organization, the longer period of vacation duration available to them each year. Moreover, certain organizations may allow their employees to complete the task out of workplace due to the widespread availability of computers and internet. It allows employees to complete their work at anywhere by connecting their employees to the organization's network. This will increase the flexibility of schedule and also increase employees' loyalty towards organization since they feel that organization is committed to them. However, this is more practical in the western countries but not in the current trend of Malaysia.

2.1.5.3 Training and Development

In every organization, valued staff is recognized as one of the keys to its success. As a result training and development has become an issue that has to face by every organization. As such, recruitment, retention and development of capable and talented staff are fundamental to every business success (Bentley, 2006). It is important for an organization to provide a wide range of structured training programs because it can increase the productivity of workers and also realize the full potential of all level of people within the organization. Training is directly related to the performance of the employees in an organizations and it also can improves individual and organizational performance and assists an agency in achieving its mission and performance

goals. According to Steven Brammer, Andrew Millington & Bruce Rayton (2005), training may benefit the individual and or the organization; it may be specific to the requirements of the organization or may encompass transferable skills that can be used by the individual in different organizational settings.

The approaches of training and development are playing a very important role for organization in order to achieve success. Once an organization choosing a “correct” approach to develop their employees, it will make the employees to be more efficient on performing their works or in other words, it can empower the employee to become more productive. This is also commonly known as employee’s empowerment and at the same time, organization efficiency is also depends on it. Competency-based approach is one of the approaches in training and development. The aim of organization provides training and development is that they intend to develop competency in every employees. The paradox here lies in the fact that it is important to discover which of an individual’s competencies will help that person act most efficiently at a certain moment when solving a certain problem (Latuha, 2010). As shown in literature review, there is a correlation between a competency-based approach and domination of training as a main method of educational programmes for executives (Latuha, 2010). This has proven that competency-based approach is an appropriate approach for training and development.

Besides, management style development is the second approach of training and development. According to Adizes (2004), major goal of executive education is not to form all styles, but to give potential executives the tools needed to perform certain functions and, most importantly, to teach them how to work in a team with those who have different styles or perform different duties. In this rapid changing workforce, it is very difficult to achieve success based an individual effort; therefore, most of the employees in organizations are required to work in as a team. In a team, teamwork is very important for them to complete their team goals. Hence, managerial style development is

given to all executives with the objectives of teaching them on the importance of working together with others who have different kind of attitudes towards work. Furthermore, integrative approach is also one of the approaches too. The background of integrative approach is clear: the need for constant change and response to a dynamic, external environment requires a balancing of management styles roles and, correspondingly, a reconsideration of the corporate training system perspectives (Perry, 1999). From integrative approach, it is important to diversifying' the content of training programmes. This diversity can provide for the development of both the professional and behavioural skills needed at the personal level and help managerial team participants interact to achieve higher efficiency (Latuha, 2010).

Concurrently, training is also view as a one off investment and solution. In a standard economic model, the accumulation of human capital is seen as an investment decision, where the individual gives up some proportion of income during the period of education and training in return for increased future earnings (Richard, 1999). Once employees are trained, it can enhance an organization's financial performance. Thus, many organizations will have the fund for training their employees with the hope of gaining high return on this investment in terms of being a more productive, more competitive and consequently more profitable organization in the near future (Richard, 1999). There are evidence shows that many organizations are successful in gaining a profitable return after sending their employees for training which related to their job. This is because employees are able to perform better after they received adequate training related to their job and this may also indirectly increase the employee's commitment towards the organization. Most employees perceived that organization is taking care of their future career and this resulted in employees of the willingness to put in more effort in completing their task.

As the business environment becomes more global, complex and turbulent environment, corporate knowledge is the most reliable source of competitive advantage. Training and development can help to expand the scope of available skills within the employees and enhancing employee capabilities. The strategic procedure of employee training and development needs to encourage creativity, ensure inventiveness and shape the entire organizational knowledge that provides the organization with uniqueness and differentiates it from the others (Vemić, 2007). Through the process of employee training and development, the management of human resources provides constant knowledge innovation, creates conditions for mutual knowledge and experience exchange and proactive behaviour, in this way contributing to competitive advantage and satisfaction of all participants in business procedures (Vemić, 2007). Therefore, there is no doubt that it is very important for an organization to provide training and development programs for their employees.

In addition, many sources in the business literature also support the hypothesis that the perceptions of training and organizational commitment are positively related and earlier studies also provide general support for a positive relationship between affective commitment and corporate investment in training (Meyer, 2002). These support that the attainment of training and development needs can strongly affect the level of affective commitment. Every organization who invests heavily in the area of training and development will collect the benefits of it which include an enriched working environment with higher levels of employee's retention besides increased the productivity and performance.

A numbers of research studies also supported training and development are related with CSR. Organization participation in training may be seen as both an investment and as a socially responsible activity (Steven Brammer, 2005). In addition, training and development have a direct impact to employee perception on organizational commitment in CSR. When organization fulfils

their employees' expectations regarding CSR, they are able to achieve better work attitudes, greater productivity, and decreased turnover rate (Trevino, 2004). Hence, training and development have been seen as a win-win approach for both organization and employees. From the aspects of employees, it can increase individual performance; while from the aspects of organization, this can help to increase profitability and more importantly is the employees are more committed to the organization.

By having training and development, employees can be stimulated into creative thinking and problem solving, and encouraged into real learning. At the same time, training and development also help employees increase job satisfaction and employee retention as well. Employee retention can be defined as "the effort by an employer to keep desirable workers in order to meet business objectives" (Frank, 2004) and the employees' retention is closely related to job satisfaction. Insufficient levels of job satisfaction will lead to withdrawal behaviours of employees which may express in such patterns like turnover, absenteeism, lateness, and decision to retire (Saari, 2004). For the organizations which seldom provide their employees for training and development, the turnover rate is higher as comparing to other organizations which provide training for employees annually.

As a conclusion, it has shown that it is very important for organization to provide training and development to their employees because it is a worth investment. Training and development will provide a lot of benefits like help business of the organization run better, promotes job satisfaction, and increase organization's profitability. At the same time, the training and development programs will also affect the employee perception on organizational commitment in CSR. Thus, organizations are encouraged to understand the expectation of employees on organizational commitment in CSR. In other words, organizations need ensure good practise in training and development.

2.1.5.4 Employee Autonomy

Autonomy may be defined as the degree to which an individual can make a significant decision on his or her own without making any consensus from others. In other words an individual would not follow any decision imposed by anyone else to him or her in any kind situation. Individual is not told what he or she should be doing. However, these individuals take their own decisions and are held full responsibilities for whatever the outcome of the decisions would turn out (Autonomy Definition).

However, numerous studies have revealed that autonomy is the degree of freedom that an employee has with the discretion and independence to make decision on the job and determine how a task to be done including how fast they work, the order sequence to perform task and inputs in decisions which directly affect their work (Inkson, 1970). In the general circumstances, employee with higher autonomy considering their hierarchical positions and work responsibility is more likely to feel more responsible for their job task and therefore would raise the motivation level of the employee. Likewise, it would turn out a negative outcome resulting the employee to feel pressurized or feel uncomfortable and thus lead to a poor performance and de-motivated to perform.

Autonomy encourages a positive relationship with motivation, performance, absenteeism, turnover rate and satisfaction (Hackman & Oldman, 1976). This can be explained as when an employee is given higher autonomy, he or she is more motivated to perform the task. With the higher level of motivation, the performance may turn out to be good at the same time able to increase firm's productivity and thus employee is having an increase of satisfaction. By having an increase of satisfaction, he or she is less likely to be absent in the workplace as employee is able to accept more challenges to improve himself

or herself through intrinsic and extrinsic rewards. Towards the end, the turnover rate would be decrease as well.

Job autonomy, also known as task autonomy or employee autonomy can be defined as the degree to which employees have the freedom, the right of self-government, the independence and accountability to accomplish their operationally task (Brodbeck et al. 2007). On the other hand, task autonomy also being defined as the degree an employee has a major say in scheduling their work and deciding on procedures to be followed (Hackman et al. 1976; Sims et al. 1976). The definition of job autonomy was followed up by another author by defined job autonomy as “the employee’s self-determination, freedom or discretion inherent in the job to determine several task elements” (De Jonge, 1995). Task elements referring to aspects of task which includes the pace of work, procedures, scheduling, work goals, working hours, method of working, the amount of work and other. Based on the definition provided, employees should have certain degree of control over these mentioned different task elements over their own work to be identified as they are having job autonomy.

Many organization in today’s world preferred teamwork in various job task completion. They prefer to gather different people from different background, who having different point of view from various thinking dimensions to generate more creative, innovative and unique ideas as a competitive advantage of the organization. If an organization is lack of employee autonomy, the chances of being less productive and more error rates are more likely to be higher in the organization as the employees have no authority to even make some simple decision to run the operations efficiently. The employees should be given certain extent of authority to make decision as they are the one who know best of each operations function according to their individual field of working area. By doing so, employees will feel they are being valued by the organization which increase motivation towards their job and increase job satisfaction as well.

However, if the organization is practicing too much of job autonomy, it could lead to laissez-faire. This is because the employees may forget about the organization's mission and objectives of existing in the society by abusing their power in doing something which is not beneficial to the organization or doing for self-benefit. Besides this, employees are performing task without a standard procedures and guidelines which may end up reduced efficiency. An argument claimed that certain strategies require higher degree of controls produce better result with low autonomy compared to high autonomy (White, 1986). This might due to the decision has a standardize process or method to be used in the past which able to directly fix into the doubt without high autonomy by employee's knowledge and analysis needed. This kind of decision is usually involved and made by the top management. There was a further support of the argument revealed that strategies with higher autonomy are usually more effective with strategies which require innovation, creativity and customer oriented (Gupta, 1987).

Understanding factors affects employee job satisfaction is crucial for managers to make firm confident that employees are able to promote its welfare by building good public image and generate profit. Hence, managers are very important to encourage employees for better job performance by giving appropriate freedom for them to perform their job. Employees are also humans, they also have the emotional feelings on how they are been treated. Appropriate delegation of work promotes an increased state of motivation on employees. Employees, who are working as salesperson especially, are the one need their manager's encouragement and confidence for them to have good performance. As a salesperson, they are often exposed to the outside environment such as meeting clients out of firm's compound. Due to the nature of their position, there is always a higher chance of misunderstanding occurs because their action often out of superior's visible control (Kohli, 1989; Jaworski, 1991; Johnston, 1990; Teas, 1981; Walker, 1977).

In fact, research proposes the perceptions of inappropriate manager's behaviours are de-stabilizing employee's job satisfaction and hence affect the firm's overall performance critically. It is saying that the managers' inappropriate behaviour is interrupting employee's work as their work nature empowering them to make certain degree of decision by themselves without making consensus from superior. Such situation is because these employees typically do have more knowledge and information about their clients than their manager's do. Therefore, the tendency for them to have more autonomy in task planning and execution has to be greater (Fiedler, E., Chemers, & M., 1974). Moreover, studies indicate large proportions of employees are more satisfied and work harder with an increased motivation when they perceived job autonomy (Becherer, 1982; Teas, 1981).

Several studies supported Fiedler's findings revealed most professionals prefer to provide their own task structure rather than depend on manager's arrangement (Schriesheim, 1980; Keller, 1989). In addition, studies also strengthen Fiedler's research which indicates professionals who perform job requiring both scientific knowledge and technical skills generate abnormal characteristics which places them in ambiguous status in the firm. By looking at the knowledge and skills these professionals have, they are the capable employees and therefore they are often given certain degree of job autonomy to perform their job with the knowledge and skills acquired (Barley, 1996; Creighton & Hodson, 1997; Whalley & Barley, 1997; Zabusky, 1997). In another word, these professionals are least supervision from manager or superior since they have the knowledge to do analysis and have the skills to solve problems.

Besides looking into professions, managerial status is also one of the important factor affects job autonomy which researches looking into. According to Elden (1981) and Gardell (1977), they found that employees with high degree of discretion in managing their own work are more likely has the desire to participate in representative democratic processes as compared to

other employees. Situation at such means employees who are in most cases receiving low pay basically have low job autonomy. Research has proven that low pay employees mostly are performing low-skills job have noticeably less job autonomy as compared to employees who performing managerial and skilled job (Quinn & Shepard, 1974). Employees with managerial status have much authority at work related matters which prompt them to have more job autonomy.

Furthermore, many researches classify gender differences as one of the factors affects job autonomy as well. Traditionally women do not work in the workforce like what men do. Thus in many situation, decision made are cattered more for men than women. However as time goes by, things have changed tremendously where there is an increasing number of women working in workforce as how men do. This condition occur may due to the social culture and education level factors which lead a path for women to work in the workforce. These changes happen do not give a pre-signal to the industrial to make sufficient changes in the corporate which may need up to years for the employees for adaptation. Therefore, people still have the perception of underestimate the capabilities of women and thus how women have less job autonomy as compared to men in the industry.

According to Jacobs (1989), certain working conditions' preferences do not looking into occupational gender segregation. Nevertheless, organizations and labour market disagree by claiming that they may prefer hiring men as they are often assumed to have more stable work careers in terms of loyalty likewise employers may also prefer single women compare to married women. This is because employers believe that a women with married status is a competitive disadvantage to them (Peterson & Richard, 1989). The core factors of occupational segregation and women's lower reward at work are mainly due to structural labour market condition (Parcel, Toby, & Mueller, 1983; Stolzenberg, 1975; Wright et al. 1982), employer discrimination (Reskin, Barbara, & Hartmann, 1986) and systems of social control (Jacobs & A.,

1989). These factors created disadvantages' position in labour market and at the same time it creates inequality among themselves (Braverman & Harry, 1974). According the factors caused, it is indirectly hinting there is little or less job autonomy among the women employees than the men employees.

In addition, there is a Job Autonomy Index introduced by Vroom in 1960 uses five items to measure an employee's degree of job autonomy. One of the items out of the five measures whether employee has the choice to do things that he or she is best doing. In other words means whether an employee has the autonomy to choose something that they are expert in to produce a high quality job rather than doing something they are lacking of knowledge and experience whichever applicable and could not produce a preferably good job. Another item of the five measures in Job Autonomy Index measures whether the suggestions made for improvement by the employees are usually adopted for implementation. Suggestions made for improvement probably proposed by the employees at the initial stage when employees found a problem and came out with a solution by giving suggestions for improvement to the top management for implementation. The question is whether most of the suggestions made by employees adopted and implement by the management. If the suggestions made for improvement are usually adopted for implementation, this can explain by saying the employees has certain degree of autonomy to influence the decision making by the top management (Vroom, 1960).

2.1.5.5 Compensation and Benefits

Pay is classified as one of the greatest investments an organization makes. Although a fair wage is the foundation of the contractual and implied agreement between employees and organizations, but the underlying assumption is that money can directly influence behaviour. Based on the HR

theory and empirical evidence, many employees and managers believe that simply increasing what people are paid will make them more motivated, productive or loyal (Owen & Liz, 2001). When the paid of the organization gives to their employees is high or satisfied by the employees themselves, they are more motivated to work because they may perceive that the organization is committed to them and appreciate their contributions towards the organization. In this way, employees are more willing to put extra effort in completing the task assigned to them and this may also indirectly increase the loyalty of employees to the organization.

According to Chen Yuping (2004), compensation refers to a series of payment items that comprises the total compensation paid to an employee. The compensation items include of wages, bonus, legal welfare and non-legal welfare. For example, in the study of Samson SamGnanakkan (2010), compensation and benefits are the essential elements in the employees' retention or ICT professionals. These include compensation, rewards both monetary and non-monetary benefits like medical and health benefits, tangible and intangible, performance based compensation, employee recognition and etc (Samson, 2010). Compensation satisfaction is one of the drivers of employee commitment (Owen & Liz, 2001). For an employee to be satisfied with his or her pay, employees have to believe that the pay they earn is fair in relation to the work they do. Most employees may make comparison with others who perform the same task in the same industry to justify whether the compensation they received is comparable with others (Owen & Liz, 2001). It is very important for the organization to ensure that their pay is positively comparable to the market rate if organization would like to retain talented employees in organization. Lower salary given to employees may decrease the loyalty of employees towards the organizations because they may feel that organization is not appreciate their contributions and is less committed to them. Hence, pay and recognitions is an important motivator when linked to specific performance factors (Ron, 2002).

Besides that, Coro Strandberg (2010) also mentioned a key motivator can be employee compensation. This author stated that designing compensation and performance management system is the central role of HR managers. By doing so, the opportunity of integrate CSR objectives into annual performance plan, job descriptions, and team goals exists. Furthermore, there is an increased likelihood CSR will be viewed as important to the organization if its compensation interlaced by senior leadership has CSR (Coro strandberg, 2010). Basically, certain HR practices will provide both instrumental and affective outcomes. Although benefits certainly have instrumental worth to employees but they also may pointer the organization's affective valuation of employees such as organizational support provided by the organization (Jack, Dennis, Angela, & James, 2007). Further, since many benefits are discretionary, employees should reciprocate with commitment (Eisenberger et al. 1986).

In addition, pay and benefits is still the basis for choosing a new organization or for leaving the present one (David L Stum, 1999). According to survey population conducted by David (1999), benefits are as important as salary no matter answer are categorized by marital status, age, or gender. Commitment significantly correlates with benefits which choose by employee themselves. These employees commitment correlated with the benefit plans for example: pension plans, stock ownership plans, profit sharing and cash bonus. Understand total compensation program clearly and internal pay equity are drivers for employees' commitment in the organization. Kate and Masako (2007) reported that individuals committed to their organizations can become either emotional or economical. Identify with its goals and loyal to the organizations is defined under emotionally committed, while those who are economically committed involve in a resource exchange with their organizations, for example, they done their job well to exchange with good compensation.

On the other hand, to yield quality service and to build staff relations, performance appraisals and remuneration strategies also play an important role within an organization (Doug, Ruth Taylor & Lawson, 2001). This statement also support by the study of Ron Zemke (2001): fair compensation practices can help yield quality service and retain quality employees. According to a study, some employees may feel pay and benefits that meet their expectation to be extremely important (Rethinam and Ismail, 2008). The results of previous studies indicate that many different aspects of job such as pay, promotions and fringe benefits (Watson et al. 2003) are associated with levels of satisfaction. Martinsons and Cheung (2001) reported that key sources of dissatisfaction IT professional were their insufficient compensation and poor promotion prospects. For example, offering employees with compensation and rewards significantly lower compared to the competitors for the homogeneous work or similar type of work can trigger employees' dissatisfaction that will create intention to leave the organisation among them.

According to Kessler (1995), the supply of remuneration and benefits to staff could also viewed as a strong control mechanism, but it is considered as the manner in which remuneration strategies are used are able to contribute to the commitment, flexibility and quality of staff within an organization. Therefore, fair compensation practices are very important to achieved organizational commitment. Employee may consider that they are respected and appreciated by organization.

Compensation cut or pay dissatisfaction has been found to significantly clear threat to welfare, and encourages hostility. As Jack et al (2007) noted, employees pay attention on their compensation cut. A violation of the psychological contract establish by cuts in employees' compensation. Signal of devaluation of employee contribution, a lack of employer support and concerns for employees are seemingly abandoned cause by compensation reductions. Direct cut in pay and benefits should weaken employee commitment. That's mean these actions will diminish organizational commitment and CSR's objectives (Jack et al. 2007). Besides that, pay

dissatisfaction has been found to significantly predict absenteeism and turnover (Lum et al. 1998). According to Huselid (1995) reported that employees' perception of HRM practices on inequitable compensation level can predict organizational turnover and employees with higher pay were more likely to stay.

Compensation and benefits plays an important role in retaining talented employees and attracting talent to join in every organization. In other word, compensation satisfaction is a key element in retention policies because it helps strengthening the link with the organization, these statement supported by Christian and Michel (2008). So, it is expected that the higher the compensation and benefits, the lower the probability will be for an employees to leave the present organization. Thus, it reflects employees are perceived positively on CSR of the organization.

Since compensation and benefits is one of the needs for majority employees, the satisfaction of compensation system and benefits provided is very important to investigate employees' commitment and their perception on CSR in organizations. This is one of the realities of supply of compensation and benefits among the employees in Malaysia even though the organization provides fair reward or compensation system to all employees and that is expected to provide better compensation and benefits.

2.2 Review of Relevant Theoretical Framework

In the past, many of the empirical studies related to this topic were conducted by the previous researcher. Health and safety is very important in an organization because most of the employees spend approximately 8 hours every day for working. According to Al-bdour (2010), the physical working environment provided for employees in an organization will directly affect the health of employees and also their perception on the organization commitment. The researcher in this journal emphasized on the importance of health and safety policy established by an organization to their employees because it is a crucial issue in CSR. Besides that, Kirti Dutta also stated that there is a significant link between the health and safety provided by an organization to the employee's perception on organizational commitment.

Furthermore, in a study conducted by Sunil Joshi (2002), work life balance is also a crucial factor in determining whether the organization had committed to their employees or not. Based on this research, there are various types of work life balance activities being practice in most of the Western countries which include flexible working hours, employee assistance program, child care, job sharing, telecommuting and more. According to the research carried out by Al-bdour (2010), work life balance was widely being used by other researcher in the research on internal CSR in different concept such as the wellbeing and satisfaction of employees on work, work-family relationship and helping their employees to perceive a balance their between private and professional life. Work life balance is mainly concern in investigating the perception of employees towards their organization commitment to them in terms of the quality of life.

Moreover, according to Steven Brammer (2005), training and development was used as an independent variable in determining how employees perceived the internal CSR done by an organization. The researcher state that training and development is reflecting both the investment of the organization in the long run to enhance their labor force and it is also an ethical practice for business. In addition, it will also

beneficial to the employees themselves because they can learn additional skills during the training programmed. Based on Richard Blundell (1999), the researcher also emphasize that the training and development program is a kind of investment in human capital, it is a kind of internal CSR and also the commitment of the organizations towards their employees.

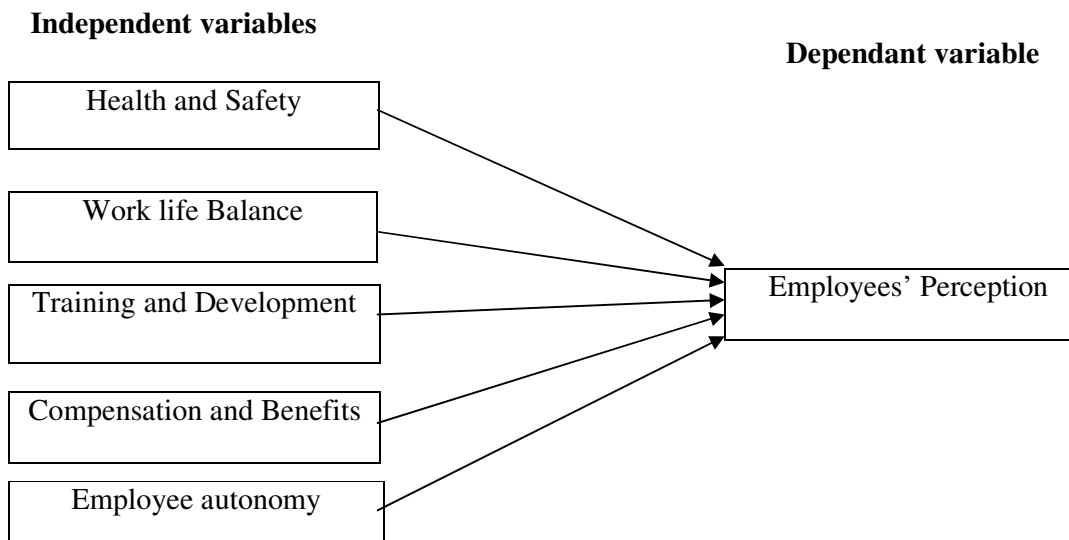
On the other hand, according to SamGnanakkan (2010), compensation and benefits play an important role to retain the employees in an organization. The researcher founded that it not only can attract new talented people to join the organization but also considered as a kind of commitment from the organization to its employees. When employees are satisfied with the compensation and benefit provided by the organization, they feel that they are accountable in the organization and it would become a motivator for them to work. In addition, in other studies, the researcher also emphasized that the compensation and benefit provided for employees have a significant relationship to the employee's intention to leave. This is due to employees less satisfied with their pay and thus perceived that the organization is not committed to them (Christian Vandenberghe, 2008).

Lastly, the researcher founded that job autonomy have a positive relationship to the performance and can make the employees more capable towards the participation in jobs (Konrad, 1987). When employees perceived that they have adequate freedom in performing their daily task, they will be more committed to the organization and thus increase the performance of the organization as a whole. This can be one of the steps that the organization can take to indirectly educate their employees to be participating in their job besides reduce their stress. In the research done by Lim (2007), the researcher stress that job autonomy is considered as an important component for job satisfaction and also organizational commitment.

2.3 Proposed Theoretical/Conceptual Framework

We have identified five independent variables in our research in order to determine the relationship between the independent variables and dependent variables. The independent variables are Health and Safety, Work life Balance, Training and Development, Compensation and Benefits, and Employee Autonomy. On the other hand, Employees' perception is the dependent variable. These five independent variables had been used to examine whether they will bring significant impact to employees' perception.

Figure 2.5: Proposed Theoretical Framework of Employees' Perceptions on Organizational Commitment in CSR



2.4 Hypothesis Development

Based on the literature review, the hypotheses were proposed as follows:

Hypothesis 1

Ho: There is no significant relationship between health and safety and employees' perception.

H1: There is a significant relationship between health and safety and employees' perception.

Hypothesis 2

Ho: There is no significant relationship between work life balance and employees' perception.

H1: There is a significant relationship between work life balance and employees' perception.

Hypothesis 3

Ho: There is no significant relationship between training and development and employees' perception.

H1: There is a significant relationship between training and development and employees' perception.

Hypothesis 4

Ho: There is no significant relationship between compensation and benefits and employees' perception.

H1: There is a significant relationship between compensation and benefits and employees' perception.

Hypothesis 5

Ho: There is no significant relationship between employee autonomy and employees' perception.

H1: There is a significant relationship between employee autonomy and employees' perception.

Hypothesis 6

Ho: Overall employees are not satisfied.

H1: Overall employees are satisfied.

2.5 Conclusion

In this chapter, researchers have done literature review from some resources such as documents from websites, books and journals. They have discussed literature review according to previous studies from numerous previous researchers that applied certain approaches, methods, framework or techniques that are related to employees' perception on organizational commitment in CSR. After review the information,

researchers had identified the relationship among variables in the hypothesis developed and going to examine the relationship. In this research, there are five dimensions used as independent variables which are health and safety, work life balance, training and development, employee autonomy and compensation and benefits, while employees' perception used as dependent variable.

CHAPTER 3: RESEARCH METHODOLOGY

3.0 Introduction

In this chapter, researchers will discuss the methods and procedures used to obtain and analyze the method data. Research methods to be covered are for example data collecting method, questionnaire design, sampling design, pilot test, and operational definitions of constructs, measurement scales and methods of data analysis.

3.1 Research Design

Quantitative method will be conducted in this research by using questionnaire and document review. In addition, an exploratory research and descriptive research will be carried out to measure employees' perception on organizational commitment in CSR. According to Joseph et al. (2007), an exploratory research is very useful when the research is conducted to clarify ambiguous situation or discover ideas to guide the development of hypotheses. At the same time, the researchers may find it difficult to formulate a basic statement of the research problem and this will develop a better understanding of a business problem. On the other hand, descriptive research is used to describe the characteristics of objects, people, groups, organizations, or environment (Zikmund, 2010, p.55). This research can address to answer who, what, when, where, why and how questions. Questions are designed to answer the level of employees' perception on organizational commitment in CSR. In order to minimize the biasness, questions are developed in a simple and direct way to ease the respondents and the researchers as well. There are five components which include Health and Safety, Work Life Balance, Training and Development, Employee Autonomy and Compensation and Benefits to be rate with five-points of Likert-scale.

3.2 Data Collection Methods

Data collection methods are an integral part of research design where data can be collected from diverse sources in different approaches with different settings (Sekaran & Bougie, 2010, p.184). Numerous methods can be used for collecting data purposes and the most commonly used are primary data and secondary data. Primary data is where the individuals provide information when interviewed, administered, questionnaires, or observed while secondary data is collected by someone who tends to use in the primary study. Secondary data can be any data from anywhere form of source such as from the organization itself, from the library, through Internet search, journals, reports, books, articles, and others. For instance, a review of the literature – a survey of published journals and books discussed theories and past empirical studies regarding to specific area and it is almost universal in academic research project (Zikmund, 2010, p.184).

In order to complete the research, researchers are using quantitative research by distributing questionnaires to a large group of employees to collect the primary data and they are also search and look for secondary data by reading journals, articles, books and others that are useful to research topic.

Questionnaire is a written set of questions to which respondents to record their answers and it is an efficient data collection method for researchers to know exactly what is required and how to measure the variables of interest. Besides that, questionnaire can be administered personally, through email or electronically distributed (Sekaran & Bougie, 2010, p.197).

The questionnaire used is to focus mainly on employees' perception on organizational commitment in CSR. The core advantage of using questionnaire is that it is able to collect back a completed response within a short period and it is convenient for the respondents to answer the questions as well. This is the most efficient data collection

method from our target populations. Furthermore, questionnaire can help to reach a large number of respondents in order to allow statistically analysis of the results.

In addition, the questionnaires were distributed to employees who worked in organizations located in Malaysia. However, there are no specific companies in this research. The questionnaire is designed with three pages of the questions and this would not take much of time for the respondents to answer the questions. Therefore, they would be willing to provide their response.

The survey questionnaire is divided into two parts such as sections A and B. Questions included in section A is about the respondents' democracy which are gender, age, industry of the organization and the length of service in the organization. Moreover, section B is divided into five parts which includes the questions about Health and Safety, Work Life Balance, Training and Development, Employee Autonomy and Compensation and Benefits that the organization has committed in CSR. There are total 30 questions under this section.

3.2.1 Primary Data

Primary data is referring to information that obtained from first-hand by the researcher on the variables of interest for the specific purpose of the study (Sekaran & Bougie, 2010, p.180). Besides that, primary data collection method comprises of surveys experiments and questionnaire. Questionnaire will be the major source to collect the data and this also focusing on specific demographic for information gathering. Questionnaire is generally more useful than other types of surveys because it is less expensive, simple, and easy to understand. In addition, it is convenient for the researcher to collect back from the respondents and ease their job. On top of that, questionnaire served as a basic for reliability and validation measures and it presents a standardize

answer with simple form to analyze the data. Questionnaire is the comparatively more useful method especially when a larger numbers of people are targeted to be reached in different geographical regions (Sekaran & Bougie, 2010, p.209).

3.2.2 Secondary Data

Secondary data have one level more of interpretation inserted between the event and its recording (Cooper D. R & Schindler P.S, 2006). Researchers will further study about employees' perception on organizational commitment in CSR through this data as well. By reviewed previous studies, researchers are able to identify which studies are leading to their area of findings and other essential information needed.

Moreover, secondary data can be either internal or external or both to the organization, able to accessed through the internet or other form of public information (Sekaran & Bougie, 2010, p.184). Researchers went through plenty of these sources that are related to the aspect of factors for their literature review in earlier chapter. These sources help researchers to develop and identify the research hypotheses and the questions that will be used to ask in the questionnaire.

By using secondary data, it can help to save time and costs of acquiring difference types of information as well as to save money on primary data collection (Sekaran & Bougie, 2010, p.184).

3.3 Sampling Designs

Sampling design is a process of selecting a sufficient number of right elements from the population in order to estimate the unknown characteristic of the population (Sekaran & Bougie, 2010, p.266). Sampling design is one of the basic business research process and this process involves answering the questions such as (1) “why is sampling approach necessary”? (2) If there is a sample, which sampling approach is better? (3) And should a survey or a sample be used? Thus, researcher needs to consider how to minimize errors that incur at the sampling process in term of answering the questions.

3.3.1 Target Population

Employees who are working in organizations located in Malaysia are the research target population. A total of 200 employees were randomly selected from difference type of industries to participate in this survey. It helps to identify on the significant elements that affect the employees' perception on organizational commitment in CSR.

3.3.2 Sampling Frame and Sampling Location

Sampling frame is a list of elements from which a sample may draw and is often known as working population (Zikmund, 2010, p.391). However, sample will be drawn from a list of population elements that often differs somewhat from the defined target population practically (Sekaran & Bougie, 2010, p.391). Sampling frame is divided into two types which are probability

sampling and non-probability sampling. Probability sampling is a sampling technique in which every member of the population has a known and there is nonzero probability of selection. This sampling includes simple random sampling, systematic sampling, stratified sampling, cluster sampling, and multistage area sampling (Sekaran & Bougie, 2010, p.270). On the other hand, non-probability sampling is a sampling technique in which units of the sample are selected on the basis of personal judgement or convenience and this probability of any population member of the population is unknown (Sekaran & Bougie, 2010, p.276). Non-probability sampling includes convenience sampling, judgement or purposive sampling, quota sampling and snowball sampling.

Since the respondents are randomly selected and unknown, thus non-probability sampling will be used in this research. It enables researchers to use the judgement in selecting cases. In addition, this is the best technique to answer the research questions and it meets the research objectives as well.

3.3.3 Sampling Element

In the sampling process, elements and objects available for selection are known as sampling units and these units can be people, households, businesses, or any logical unit relevant to the study's objective. The current research element is about employees' perception on organizational commitment in CSR. Thus, the sampling unit is employees. The research sampling was conducted in Malaysia in July 2011.

3.3.4 Sampling Technique

Researchers used non-probability sampling technique and convenient sampling which are flexible, low costs and easy to conduct in this whole research study. Respondents are the employees from different industries and they are randomly chosen. Moreover, researchers proceed to administer the questionnaires to the respondents and the whole process only takes 10 to 15 minutes to be completed.

3.3.5 Sampling Size

The sample size of this research is consists of 200 respondents who are working in different industries however only 178 sets of questionnaires were collected. This is because some of the questionnaires are not completed by the respondents. Thus, the sample size is only consists of 178 respondents.

3.4 Research Instrument and Construct Measurement

Decision statement, research questions, and research hypotheses were used to decide what concepts are needed to measure in the research study. According to Zikmund, (2010) measurement is defined as the process describing some property of phenomenon of interest, usually by assigning numbers in a reliable and valid way and generally business researcher uses many scales or number systems. The level of scale measurement is considered very important because it determines the mathematical comparisons that are allowable. There are four levels of scale measurement which are nominal, ordinal, interval and ratio level scales (Zikmund, 2010). However, the measurement scales of this questionnaire were based on Nominal Scales, Ordinal

Scales and Interval Scales. In addition, Likert Scale was used to measure in the research as well.

3.4.1 Nominal Scales

Nominal scales are extremely useful and elementary level of measurement in which values are assigned to an object for identification or classification purposes (Zikmund, 2010, p.297). The value can be but does not have to be a number because no quantities are being represented. For example, the respect to the variables of gender which the respondents can be categorized into two – male and female. These two groups can be assigned with 1 and 2 code numbers. These numbers are served as simple and convenient category labels with no intrinsic value, other than to assign respondents to one of two mutually exclusive categories (Sekaran & Bougie, 2010, p.141). Therefore, nominal scales categorized individuals or objects into mutually exclusive groups and information that can be generate from nominal scaling is the calculation of the percentage of males and females in the sample of respondents (Sekaran & Bougie, 2010, p.141). In the research questions, researchers include several nominal questions such as gender, employment status and the industry of the employees' company in section A of questionnaire. The example of questions is as below:

1. What is your gender:

Male

Female

3.4.2 Ordinal Scales

Ordinal scales have nominal properties but these scales allow things to be arranged according to how much of some concept they possess (Zikmund, 2010, p.298). This scale also known as ranking scale. However, it does not tell the value of the interval between rankings. Besides that, respondents often asked to rank items based on their preference. Such preference is a concept and this scale listed the options from most to least preferred. Respondents can differentiate the categories to provide information on how to distinguish them by rank-ordering those (Sekaran & Bougie, 2010, p.142). Researchers have included two ordinal questions which are the age of respondents and the length of service in the organization. Furthermore, this research also calculates the percentage by using ordinal data in the higher level analysis. The example of questions in the questionnaire is as below:

4. Industry of your company:

- Service
- Manufacturing
- Food and beverage
- Electric and electronic
- Telecommunication
- Banking and finance
- Others: _____

3.4.3 Interval Scales

Interval scales include both nominal and ordinal properties but that also capture information about differences in quantities in the form of distances

between observations (Zikmund, 2010, p.299). With interval scale, it can help to differentiate the points on the scales that can be interpreted and compared significantly. This scale is useful to make comparison between the differences of objects and measures the concept on perceptions, attitudes, feelings, values and opinions by using the rating scales. In addition, this scale helps researchers to compute the means, standard deviations and Pearson's product-moment correlation coefficient of responses on the variables (Sekaran & Bougie, 2010, p.143).

3.4.4 Likert Scales

Likert scale is simple to administer and thus it is a very popular method which adopted by researchers to summated ratings. This scale is designed to examine how strongly subjects agree or disagree with statements on a five-point scale and the respondents will range from very positive to very negative attitudes on these objects (Sekaran & Bougie, 2010, p.152). The example is as below:

Question	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
I am given a major say in scheduling my work.	1	2	3	4	5

Moreover, researchers will assign scores or weights to each possible response. In this example, the numerical scores of 1,2,3,4 and 5 are assigned to each level of agreement. The variables and concepts can be analyzed item-by-item but it is used to calculate a total or summated score for each respondent by summing across items (Zikmund, 2010).

3.5 Data Processing

Once the data have been completely collected, researchers will begin to conduct data analysis in order to examine and ensure the validity. However, data collected would often contain errors either in the form of respondent errors or non-respondent errors or both (Zikmund, 2010, p.462). Thus, the data processing has to be include for checking, editing, coding data, enter data and data transformation in the step of preparation of data analysis.

3.5.1 Editing

Editing is the process of checking the completeness, consistency, and legibility of data and making the data ready for coding and transfer to storage (Zikmund, 2010, p.463). Therefore, data must be edited before questionnaire data can be used. Researchers must check for errors and omissions on the questionnaires. If errors had discovered, researchers must adjust the data to make them more complete, consistent, or readable. On the other hand, researchers also need to ensure the questions asked is fully understandable by the respondents and they follow the correct sequence in answering. Interview method may need to use as a guidance to guide the respondents in order to ensure the respondents understand what is actually asked in the questionnaire.

3.5.2 Coding and Data Entry

According to Money & Hair (2003) coding is defined as a number assigned to a particular response and thus, the answers can be entered into a database. If the process of editing is good, it will ease the coding job. Codes often are

numerical symbols and these are used to represent the meaning in the data. For example, it is possible to use a coding approach that assigns a “1” = employee and a “2” = employer or business owner. However, using “0” = employee and “1” = employer or business owner is most recommended approach because it is easier in the data analysis stage (Sekaran & Bougie, 2010, p.306). After all responses have been coded correctly, researchers will enter the responses into a database. Such data can be converted into any software program which name as Statistically Packages for Social Science (SPSS).

3.5.3 Data Transformation

Data transformation is the process of changing the data from their original form to a format which is suitable for performing a data analysis that will achieve research objectives (Zikmund, 2010, p.493). It also name as data conversion. In this research, we will utilize summated scale to combine the Likert Scales into a summated rating which involved combining scores of several perception statements into a single score. The example of summated score for representation aspect is calculated is shown as below:

Figure 3.5.3.1: Example of Summated Score of Health and Safety

Summated Score of Health and Safety = 1 + 2 + 3 + 4 + 5
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After getting the summated score, the total score will divide by number of variables in order to generate the average summated score. Generally, this approach is using the new transformed and the composite variable is comparable in scaling to the original scale. The example of average summated score for representation aspect is shown as below:

Figure 3.5.3.2: Example of Average Summated Score of Health and Safety

$$\text{Average Summated Score of Health and Safety} = (1 + 2 + 3 + 4 + 5)/5$$

Both summated score and average summated score are calculated by using Statistically Packages for Social Science (SPSS).

3.6 Data Analysis

In this research, Statistical Packages for Social Science (SPSS) will be used to conduct the data analysis technique after collected all the responses. SPSS is a very useful software program which enables researchers to score and analyze data quickly. Researchers used SPSS to analyze reliability analysis, descriptive analysis and inferential analysis.

3.6.1 Reliability Test

Reliability is an indicator of a measure's internal consistency. Internal consistency is represents a measure's homogeneity or the extent to which each indicator of a concept converges on some common meaning and it measured by correlating scores on subsets of items which making up a scale (Zikmund, 2010, p.305). It is used to ensure the degrees to which measures are free from random error and therefore yield consistent results (Zikmund, 2010, p.305).

The reliability of the data in the present research is assessed by Cronbach's Alpha. According to Sekran & Bougie (2010, p.324) defined Cronbach's Alpha is a reliability coefficient that indicates how well the items in a set are positively correlated to one another. It is computed in terms of the average inter-correlations among the items measuring the concept. In addition, Cronbach's Alpha is ranges in value from 0, meaning no consistency, to 1, meaning complete consistency. Normally, the scales with a coefficient alpha between 0.80 and 0.95 are considered to have very good reliability. The scales with a coefficient alpha between 0.70 to 0.80 is considered as good reliability, while an alpha value between 0.60 to 0.70 indicates fair reliability. When the coefficient alpha is below 0.6, it is considered as poor reliability (Zikmund, 2010, p.306).

3.6.2 Descriptive Analysis

Descriptive analysis is the elementary transformation of data in a way that describing the basic characteristics and summarize the data in a straightforward and understanding manner (Zikmund, 2010, p.486). Thus, one of the most common ways to summarize a set of data is to construct a frequency distribution – is a set of data organized by summarizing the number of times a particular value of a variable occurs (Zikmund, 2010, p.413). Besides that, it is used to describe demographic characteristics of the respondents such as gender, age, and employment status, industry of the organization and the length of service in the organization.

Therefore, summarizing data will provide a more systematic and organized data view. It can conduct in the form of Histogram, Bar Chart, and also Normal distribution which can make the data easier to understand instead of complex and ambiguity table or figure. In this research, the variables can be

interpreted the relevancy and validity of the sample group by analyzing the frequencies.

3.6.3 Inferential Analysis

Inferential analysis is used to make inferences or to project from a sample to an entire population (Zikmund, 2010, p.413). This analysis included One-way Anova, Chi-square test, Pearson correlation coefficient and Multiple regression analysis. However, we only discuss the Pearson correlation coefficient analysis and Multiple regression analysis in our research paper.

3.6.3.1 Pearson Correlation Coefficient Analysis

A Pearson correlation coefficient is used to indicate the direction, strength and significance of the vicariate relationships among all the variables that were measured at an interval or ratio level (Zikmund, 2010). It is often widely used by the researchers to test the significant relationship between two or more variables. Furthermore, correlation coefficient is represented by r which ranged from +1.0 to -1.0. If the r value is +1.0, it is a perfect positive linear relationship but if the r value is -1.0, it will be considered as a perfect negative linear relationship. However, r value with 0.00 is considered a lack of correlation (Zikmund, 2010, p.559). The example of rules of thumb about correlation coefficient is shown as below:

Table 3.6.3.1: The Rule of Thumb about Correlation Coefficient

Coefficient Range	Strength of Association
+_0.91 to +_1.00	Very Strong
+0.71 to +_0.90	High
+_0.41 to +_0.70	Moderate
+_0.21 to +_0.40	Small but definite relationship
+_0.00 to +_0.20	Slight, almost negligible

3.6.3.2 Multiple Regressions

Multiple Regression Analysis is an extension of simple regression analysis which allowing a metric dependent variables to be predicted by multiple independent variables (Zikmund, 2010, p.585). Generally, multiple regressions are used to test the relationship between dependent variable (Employees' Perception) and independent variables (Health and Safety, Work Life Balance, Training and Development, Employee Autonomy, and Compensation and Benefits).

Thus in this research, the dependent variable (Employees' Perception) is explained by five independent variables (Health and Safety, Work Life Balance, Training and Development, Employee Autonomy, and Compensation and Benefits). This method is used to predict the change in dependent variable in response to the changes in the independent variable. Besides that, it used to identify the variables that could carry out a significant influence on the employees' perception on organizational commitment in CSR. Moving on,

researchers have developed the least-square regression and determine the beta used to rank between the independent variables.

3.7 Conclusion

In this chapter, the research methods and procedures used to obtain and analyze the data are discussed in a more detail manner which covers the data collection methods, measurement scales and data analysis methods. The results obtained will be discussed in the following chapter.

CHAPTER 4: RESEARCH RESULT

4.0 Introduction

In the previous chapter, researchers have provided a clear research methodology framework on how the research was conducted. Researchers will proceed to data analyzed after all the questionnaires have collected which helps to examine the relationship between all variables. The data for analysis must be edited, coded and transformed to make sure it is appropriate for statistical analysis. Data and hypotheses results are obtained from the output of the Statistical Packages for Social Science (SPSS) computation analysis software. Besides this, the results and findings will present in the form of Descriptive Analysis, Reliability Analysis, Pearson Correlation Coefficient Analysis, and Multiple Regression Analysis.

4.1 Scale Measurement

4.1.1 Reliability of Measures

Reliability is the extent to which it is without bias and hence to ensure the consistent measurement across the various items in the instrument and also it is an indication of the stability and consistency with which the instrument measures the concept and to help to assess the “goodness” of a measure (Sekaran & Bougie, 2010, p.161). Therefore, the reliability test of the questionnaires is computed from SPSS software and the results are used to evaluate and identify the reliability of the independent variables (Health and Safety, Work Life Balance, Training and Development, Employee Autonomy,

and Compensation and Benefits) and dependent variable (Employees' Perception). The results of our reliability test for this research are listed as below in the table 4.1.1:

Table 4.1.1 Reliability Results of 178 set Questionnaires

NO	Dimensions	No. of Items	Cronbach' Alpha
1.	Health and Safety	5	0.468
2.	Work Life Balance	5	0.816
3.	Training and Development	5	0.894
4.	Employee Autonomy	5	0.811
5.	Compensation and Benefits	5	0.854

Source: Developed for the research

The Cronbach' Alpha indicated the reliable between the independent variables and dependent variable in the questionnaires. The results of the reliability test shown that there are four independent variables such as Work Life Balance, Training and Development, Employee Autonomy, and Compensation and Benefits are fall under the range 0.80 and 0.95. Since, these four Cronbach' Alpha values are fall under the range 0.80 and 0.95 which indicated that the 20 items are considered have very good reliability. Besides that, the Cronbach's Alpha value of Health and Safety is fall below 0.6 which indicated that this variable has a poor reliability. However, the reliability can be increased by removing the question which shown in the table 4.1.2:

Table 4.1.2 Item-Total Statistics of Health and Safety variable

Item-Total Statistics					
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
1. Safe physical working environment	12.5787	5.635	.345	.506	.361
2. Well-equipped with safety equipment	12.5843	5.126	.443	.524	.290
3. Clear floor plan	12.8258	4.563	.512	.426	.215
4. Accident frequency	14.7865	7.593	-.192	.134	.696
5. Medical check-up	13.9438	4.630	.335	.219	.343

Source: Developed for the research

The overall reliability of Health and Safety variable is able to increase by removing question 4. Based on the table 4.1.2, the Cronbach' Alpha value will be raised from 0.468 to 0.696 by deleting question 4 from the questionnaire. However, researchers believed that this question is important in our research measurement because this question can helped them to identify the employees' perception on the accident they meet in the workplace. According to the data collected, researchers found that out of 178 respondents, 170 respondents are disagreed on the often average 1 or 2 persons meet accident every week in their workplace. Obviously, this shows that employees are provided with safe working environment by their organization.

4.2 Descriptive Analysis

Descriptive analysis is the elementary transformation of raw data in a way that describes the basic characteristics such as central tendency, distribution, and variability (Zikmund, 2010, p.486). This analysis summarizes the responses from a large numbers of respondents in a few simple statistics. The statistics are used to make inferences about the characteristics of the entire population of interest after the sample is obtained (Zikmund, 2010, p.486). Besides that, frequencies refer to the number of times various subcategories of a certain phenomenon occur from which the percentage and cumulative percentage of occurrence that can be easily calculated (Sekaran & Bougie, 2010, p.g.313). The frequency is used to recording the number of times a particular of a value variables occur (Zikmund, 2010, p.413). It is the frequency of that value. Therefore, a frequency distribution with histogram will be shown to the researchers in understanding the data.

Hence, the characteristics of the respondents in this research are employees randomly selected from different industries in Malaysia which include gender, age, employment status, industry of organization, and the length of service in the organization. There are total of 178 sets questionnaires to be analyzed.

4.2.1 Respondent Demographic Profile

4.2.1.1 Gender

Table 4.2.1.1: Gender of Respondents

		Gender			
		Frequenc y	Percent	Valid Percent	Cumulative Percent
Valid	Male	63	35.4	35.4	35.4
	Female	115	64.6	64.6	100.0
	Total	178	100.0	100.0	

Source: Developed for the research

Figure 4.2.1 Gender of Respondents

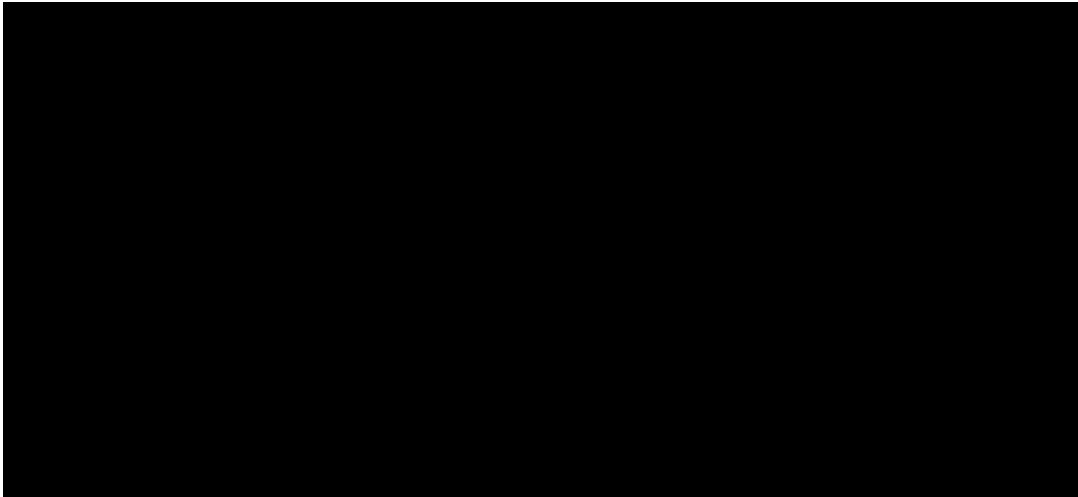


Table 4.2.1.1 and figure 4.2.1.1 shows the percentage of gender from the respondents of this research. There are total of 63 males and 115 females responded to this survey, which yields 35% of males and 65% of females respectively from the total sample sizes.

4.2.1.2 Age

Table 4.2.1.2 Age of Respondents

		Age			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Below 21	9	5.1	5.1	5.1
	21-30	103	57.9	57.9	62.9
	31-40	49	27.5	27.5	90.4
	41-50	14	7.9	7.9	98.3
	Above 50	3	1.7	1.7	100.0
	Total	178	100.0	100.0	

Source: Developed for the research

Figure 4.2.1.2: Age of Respondent

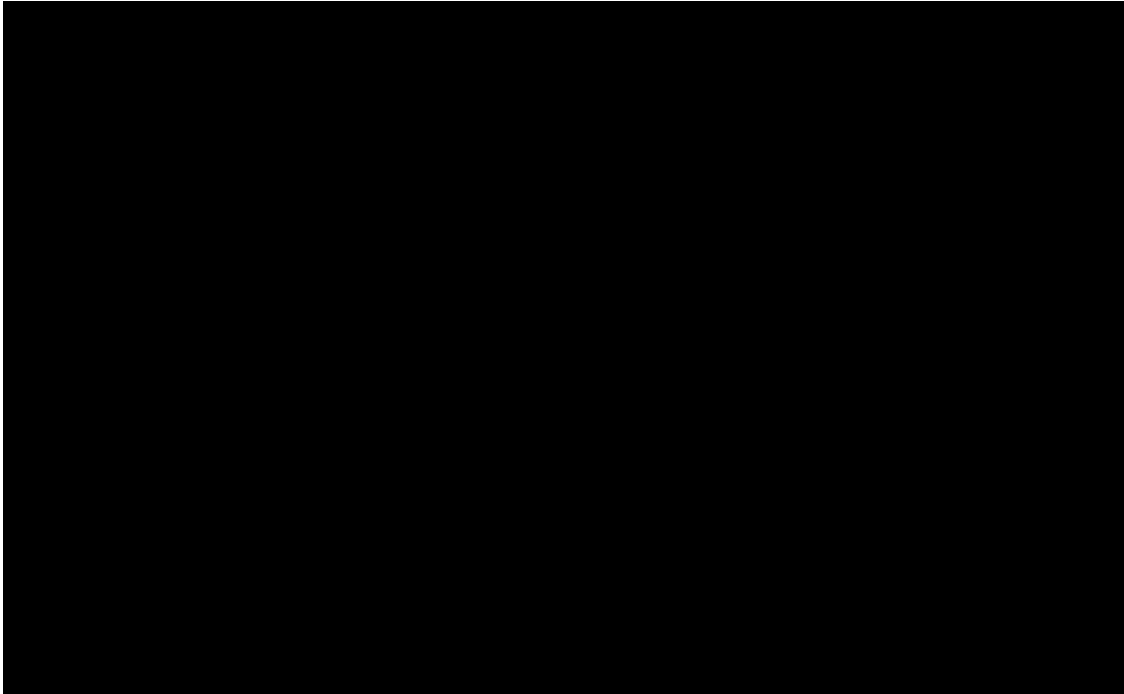


Table 4.2.1.2 and figure 4.2.1.2 shows the five different age groups which fall under the range of below 21, 21-30, 31-40, 41-50 and above 50 years old. In this research, the respondents are mostly from the group of 21 to 30 years old with 103 respondents which equivalent to 57.9% from the total respondents. There are total of 49 respondents from the age group of 31 to 40 years old with 27.5% out of 100%. Besides that, 7.9% of respondents are from the age group of 41 to 50 years old which consist of 14 respondents. 5.1% and 1.7% which consists of 9 and 3 respondents from the age group of below 21 and above 50 years old respectively.

4.2.1.3 Employment Status

Table 4.2.1.3: Employment Status of Respondents

Employee status

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Employee	178	100.0	100.0	100.0
Employer	0	0	0	0

Source: Developed for the research

Figure 4.2.1.3: Employment Status of Respondents

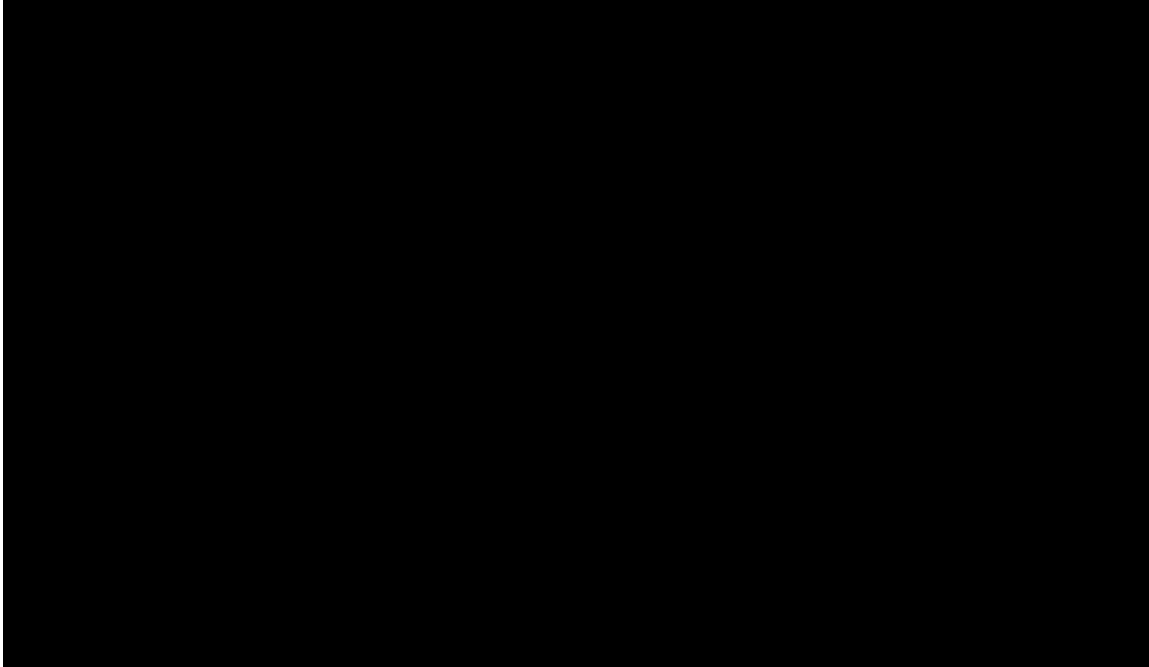


Table 4.2.1.3 and figure 4.2.1.3 showed the employment status of the respondents. In this research, respondents are consists of employees who are participated in this survey. This is because researchers are distributing the questionnaire to employees. Meanwhile people who are not classified as employees took the effort to redirect the questionnaire to the employees. Thus, this explained the reason why the respondents are consists of employees only.

4.2.1.4 Industry of Respondents' Company

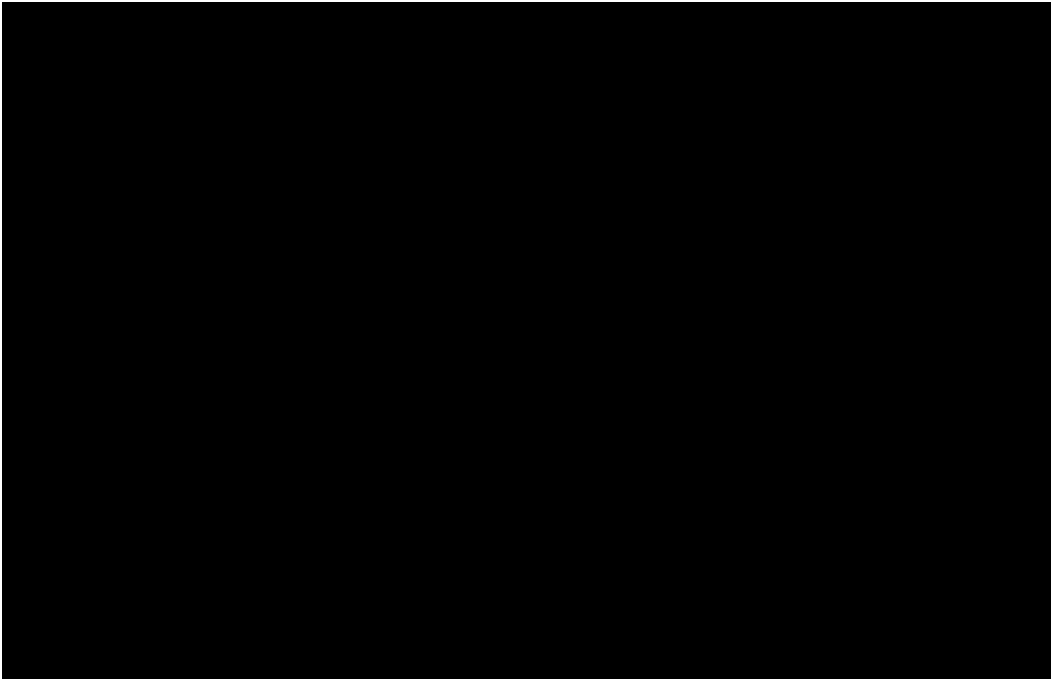
Table 4.2.1.4: Industry of Respondents' Company

Industry of your company

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Service	38	21.3	21.3	21.3
Manufacturing	27	15.2	15.2	36.5
Food and beverage	19	10.7	10.7	47.2
Electric and electronic	22	12.4	12.4	59.6
Telecommunication	20	11.2	11.2	70.8
Banking and finance	23	12.9	12.9	83.7
Others	29	16.3	16.3	100.0
Total	178	100.0	100.0	

Source: Developed for the research

Figure 4.2.1.4: Industry of Respondents' Company



Based on table 4.2.1.4 and figure 4.2.1.4, it shows the different type of industries the respondents worked in their organization. Most of the respondents are from service industry which consists of 38 respondents (21.3%), followed by others industries which includes education and construction industry. There are total of 22 respondents come from education industry (12.4%) and 7 respondents (3.9%) come from construction industry respectively. Besides that, there are 27 respondents (15.2%) are working in manufacturing industry, 23 respondents (12.9%) are from banking and finance industry, 22 respondents (12.4%) are come from electric and electronic industry, 20 respondents (11.2%) are working in telecommunication industry, and 19 respondents (10.7%) are from food and beverage industry

4.2.1.5 Length of Service

Table 4.2.1.5: Length of Service

Length of service in this company

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Less than 1 year	37	20.8	20.8	20.8
1 - less than 3 years	52	29.2	29.2	50.0
3 - less than 5 years	36	20.2	20.2	70.2
5 - less than 10 years	22	12.4	11.8	82.0
10 years and above	31	17.4	17.4	100.0
Total	178	100.0	100.0	

Source: Developed for the research

Figure 4.2.1.5: Length of Service

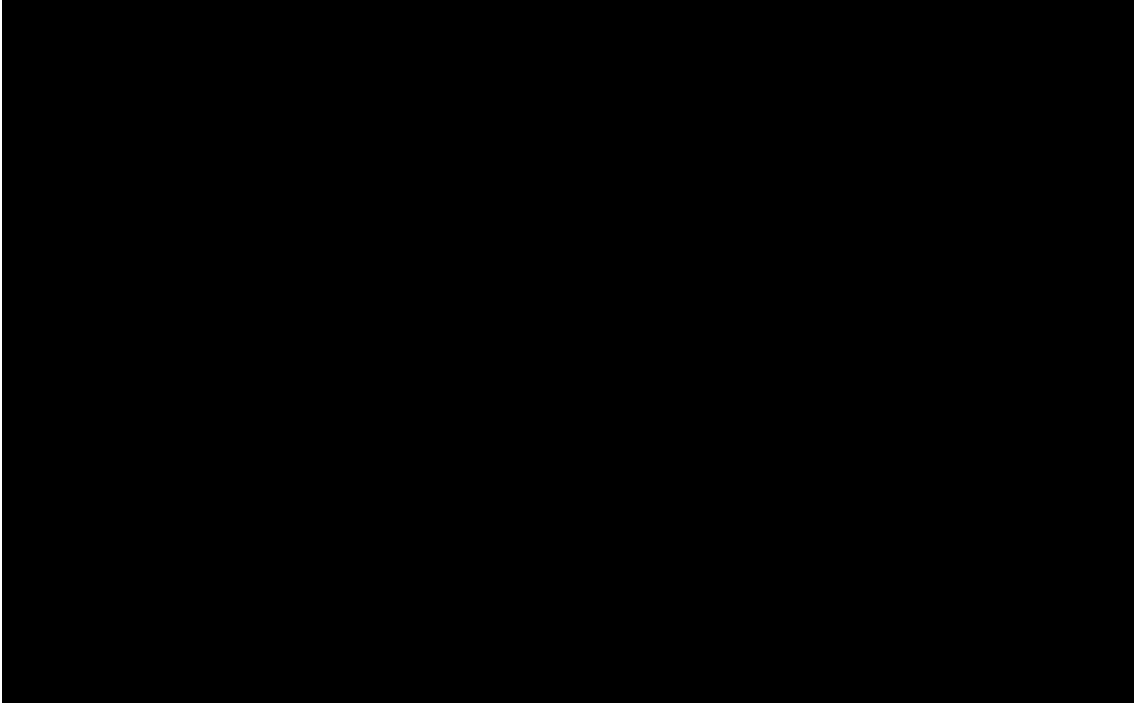


Table 4.2.1.5 and Figure 4.2.1.5 demonstrate the length of service of 178 respondents in their organization. Based on the bar chart, it shows that most of the respondents worked at least 1 to less than 3 years in their current organization which consists of 52 respondents with 29.2 % from overall respondents. In addition, there are 37 respondents (20.8%) worked less than 1 year, 36 respondents (20.2%) worked for 3 to less than 5 years, 22 respondents (12.4%) worked for 5 to less than 10 years. Last but not least, 31 respondents (17.4%) worked for 10 years and above.

4.3 Inferential Analysis

Based on inferential statistics, researchers generalized from a sample to a population.

4.3.1 Pearson Correlation Coefficient Analysis

Hypothesis 1

Ho: There is no significant relationship between health and safety and employees' perception.

H1: There is a significant relationship between health and safety and employees' perception.

Table 4.3.1.1: Correlation between Health and Safety and Employees' Perception

Correlations

		Health and Safety	Employees' Perception
Health and Safety	Pearson Correlation	1	.475**
	Sig. (2-tailed)		.000
	N	178	178

Employees' Perception	Pearson	.475**	1
	Correlation		
	Sig. (2-tailed)	.000	
	N	178	178

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

Source: Developed for the research

Based on table 4.3.1.1, results shown there is a positive relationship between health and safety and employees' perception because of the positive value for correlation coefficient. Health and safety variable has 0.475 correlation with employees' perception variable. Thus, when health and safety is high, employees' perception is high as well. On the other hand, the value of this correlation coefficient 0.475 is fall under coefficient range from 0.41 to 0.70 which indicated that the strength of relationship between health and safety and employees' perception is moderate. In addition, the relationship between health and safety and employees' perception is significant because the p-value 0.000 is less than alpha value 0.01. Therefore, alternative hypothesis (H1) is accepted by rejecting the null hypothesis (H0).

Hypothesis 2

Ho: There is no significant relationship between work life balance and employees' perception.

H1: There is a significant relationship between work life balance and employees' perception.

Table 4.3.1.2: Correlation between Work Life Balance and Employees' Perception

		Work Life Balance	Employees' Perception
Work Life Balance	Pearson Correlation	1	.701**
	Sig. (2-tailed)		.000
	N	178	178
Employees' Perception	Pearson Correlation	.701**	1
	Sig. (2-tailed)	.000	
	N	178	178

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

Source: Developed for the research

According to table 4.3.1.2, results indicated that there is a positive relationship between work life balance and employees' perception because of the positive value for correlation coefficient. Work life balance has 0.701 correlations with the employees' perception. Thus, when work life balance is high, employees' perception is high. Besides that, the value of this correlation coefficient 0.701 is fall under the coefficient range from 0.41 to 0.70 which stated that the

strength of the relationship between work life balance and employees' perception is moderate. However, the relationship between work life balance and employees' perception is significant because the p-value 0.000 is less than alpha value 0.01. Therefore alternative hypothesis (H1) is accepted by rejecting null hypothesis (H0).

Hypothesis 3

Ho: There is no significant relationship between training and development and employees' perception.

H1: There is a significant relationship between training and development and employees' perception.

Table 4.3.1.3: Correlation between Training and Development and Employees' Perception

Correlations

		Training and Development	Employees' Perception
Training and Development	Pearson Correlation	1	.619**
	Sig. (2-tailed)		.000
	N	178	178
Employees' Perception	Pearson Correlation	.619**	1
	Sig. (2-tailed)	.000	
	N	178	178

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

Source: Developed for the research

According to table 4.3.1.3 shown, there is a positive relationship between training and development and employees' perception because of the positive

value for correlation coefficient. Training and development variable has 0.619 correlation with the employees' perception and thus, when perceived training and development is high, employees' perception will be high. On the other hand, the value of this correlation coefficient 0.619 is fall under the coefficient range from 0.41 to 0.70 which indicated that the strength of the relationship between training and development and employees' perception is moderate. However, there is a significant relationship between training and development and employees' perception because p-value 0.000 is less than the alpha value 0.01. Therefore, alternative hypothesis (H1) is accepted by rejecting null hypothesis (H0).

Hypothesis 4

Ho: There is no significant relationship between employee autonomy and employees' perception.

H1: There is a significant relationship between employee autonomy and employees' perception.

Table 4.3.1.4: Correlation between Employee Autonomy and Employees' Perception

Correlations

		Employee Autonomy	Employees' Perception
Employee Autonomy	Pearson Correlation	1	.627**
	Sig. (2-tailed)		.000
	N	178	178
Employees' Perception	Pearson Correlation	.627**	1
	Sig. (2-tailed)	.000	
	N	178	178

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

Source: Developed for the research

Based on table 4.3.1.4, the results indicated that there is a positive relationship between employee autonomy and employees' perception because of the positive value for correlation coefficient. The employee autonomy variable has 0.627 correlations with employees' perception. Thus, when perceived

employee autonomy is high, the employees' perception is high. On the other hand, the value of this correlation coefficient 0.627 is fall under coefficient range from 0.41 to 0.70 which has a moderate strength of the relationship between employee autonomy and employees' perception. However, the relationship between employee autonomy and employees' perception is significant because the p-value 0.000 is less than the alpha value 0.01. Therefore, alternative hypothesis (H1) is accepted by rejecting the null hypothesis (H0).

Hypothesis 5

Ho: There is no significant relationship between compensation and benefits and employees' perception.

H1: There is a significant relationship between compensation and benefits and employees' perception.

Table 4.3.1.5: Correlation between Compensation and Benefits and Employees' Perception

Correlations

		Compensation and Benefits	Employees' Perception
Compensation and Benefits	Pearson Correlation	1	.769**
	Sig. (2-tailed)		.000
	N	178	178
Employees' Perception	Pearson Correlation	.769**	1
	Sig. (2-tailed)	.000	
	N	178	178

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

Source: Developed for the research

From the results above, there is a positive relationship between compensation and benefits and employees' perception because of the positive value for correlation coefficient. The compensation and benefits variable has 0.769 correlation with employees' perception. Hence, when perceived compensation

and benefits is high, the employees' perception will be high as well. In addition, the value of this correlation coefficient 0.769 is fall under the coefficient range from 0.71 to 0.90 which has a high strength of the relationship between compensation and benefits and employees' perception. On the other hand, there also has a significant relationship between compensation and benefits and employees' perception. It is because the p-value 0.000 is less than alpha value 0.01, and therefore, the alternative hypothesis (H1) is accepted by rejecting null hypothesis (H0).

4.3.2 Multiple Regression Analysis

Hypothesis 6

Ho: Overall employees are not satisfied.

H1: Overall employees are satisfied.

Table 4.3.2.1: Model Summary

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.849 ^a	.720	.712	.30364

a. Predictors: (Constant), Health and Safety, Work Life Balance, Training and Development, Employee Autonomy, Compensation and Benefits.

b. Dependent Variable: Employees' Perception

Source: Developed for the research

Based on table 4.3.2.1, R square indicates the extent or percentage the independent variables explained the variations in the dependent variable. From the result shown, independent variables (Health and Safety, Work Life Balance, Training and Development, Employee Autonomy, and Compensation and Benefits) can explain 71.2% of the variations in dependent variable (Employees' Perception). However, the remaining 28.8% is unexplained in this research study. In other words, there are other additional variables that are considered important in explaining employees' perception that does not taken into consideration in this research study.

On the other hand, R value is the correlation coefficient between dependent variable and independent variables which takes together. The R value for this study is 0.849 which indicated there is a positive and high correlation between independent variables and dependent variable.

Table 4.3.2.2: ANOVA

ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	40.818	5	8.164	88.546	.000 ^a
	Residual	15.858	172	.092		
	Total	56.676	177			

a. Predictors: (Constant), Health and Safety, Work Life Balance, Training and Development, Employee Autonomy, Compensation and Benefits

b. Dependent Variable: Employees' Perception

Source: Developed for the research

Based on table 4.3.2.2, the p-value 0.000 is less than alpha value 0.01. The F-statistic is significant and the model for this study is a good descriptor of the relation between dependent and predictor variables. Thus, the independent variables (Health and Safety, Work Life Balance, Training and Development, Employee Autonomy, and Compensation and Benefits) are significantly explained the variance in employees' perception. On the other hand, the alternative hypothesis is supported by the data.

Table 4.3.2.3: Coefficient (a)

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.738	.179		4.132	.000
	Health and Safety	.079	.048	.077	1.647	.101
	Work Life Balance	.112	.042	.163	2.660	.009
	Training and Development	.151	.043	.185	3.496	.001
	Employee Autonomy	.171	.049	.183	3.500	.001
	Compensation and Benefits	.332	.044	.442	7.615	.000

a. Dependent Variable: Employees' Perception

Source: Developed for the research

According to table 4.3.2.3 shown, the p-value 0.000 is less than alpha value 0.01 which indicates there is a significant relationship between the independent variables (Work Life Balance, Training and Development, Employee Autonomy, and Compensation and Benefits) and dependent

variables. However, there is not significant between health and safety variable and employees' perception because the p-value 0.101 is more than alpha value 0.01. Hence, this variable is not significant to predict the dependent variable of employees' perception. On the other hand, other independent variables (Work Life Balance, Training and Development, Employee Autonomy, and Compensation and Benefits) are significant to predict the dependent variable because the p-values of these independent variables are less than alpha value of 0.01.

Besides that, the relatively significant relationship and positive relationship between independent variables and dependent variable can be explained by using the regression equation as below:

$$Y = a + b_1(X_1) + b_2(X_2) + b_3(X_3) + b_4(X_4) + b_5(X_5)$$

Y=Employees' perception

a=constant value

b=standardized coefficients

X1=Health and Safety

X2=Work Life Balance

X3=Training and Development

X4=Employee Autonomy

X5=Compensation and Benefits

Thus, the estimated multiple regression equation for this study is as below:

$$\begin{aligned} \text{Employees' perception} = & 0.738 + 0.079 (\text{Health and Safety}) + 0.112 (\text{Work Life} \\ & \text{Balance}) + 0.151 (\text{Training and Development}) + 0.171 \\ & (\text{Employee Autonomy}) + 0.332 (\text{Compensation and} \\ & \text{Benefits}) \end{aligned}$$

According to the results indicate, there is a predated linear relationship between independent variables and dependent variable. Based on the results shown, one unit increase in health and safety, work life balance, training and development, employee autonomy, and compensation and benefits will lead to an increase in employees' perception.

In addition, Multiple Regression's results indicated the ranking of the sources which help researchers to understand the importance and greater impact of sources on employees' perception. The higher the Standardized Coefficient Beta brings the higher the effect and contribution on employees' perception. According to table 4.3.2.3 shown, compensation and benefits variable is the predictor variable that contributes the highest to variation of employees' perception. This is because Beta value 0.442 is the largest I compare to other predictor variables. In other words, compensation and benefits variable make the strongest unique contribution to explain the variation in employees' perception variable when the variance explained by all other predictor variables in the model is controlled for. Furthermore, training and development variable is the predictor variable that contributes the second highest to variation of the employees' perception variable because its Beta value 0.185 is the second highest as compared to other predictor variables. Followed by employee autonomy and work life balance contributed as the third and fourth highest to the variation of the employees' perception with the Beta value 0.183 and 0.163 respectively compared to health and safety variable. Health and safety is the predictor variable that contributes the lowest to the variation of the dependent variable (Employees' perception) because the Beta value for this predictor variable has the smallest value with 0.077 compared to other predictor variables which means health and safety variable make the least contribution to explain the variation in employees' perception variable, when the variance explained by all other predictor variables in the model is controlled for.

Under this circumstance, the highest Beta value with highest contribution will have significant relationship between the independent variables (Work Life Balance, Training and Development, Employee Autonomy, and Compensation

and Benefits) and dependent variable (Employees' perception). However, the lowest the contribution, it shows there is not significant between the independent variables and dependent variable. Obviously, health and safety variable has no significant relationship with employees' perception.

4.4 Conclusion

In this chapter, researchers analyzed all the data and examined the relationship between the variables. They are going to proceed with the discussion on findings, implication of this study, and provide with some recommendations for the future research in the following chapter.

CHAPTER 5: DISCUSSION AND CONCLUSION

5.0 Introduction

In this chapter, researchers are presenting the discussion and conclusion of the results and provide some recommendations on how to improve this research study. Besides that, there will be recommendations, list and discuss about the limitations of the study, implication of this study and the conclusion included in the whole research study.

5.1 Summary of Statistical Analysis

Table 5.1: Summary of Statistical Analysis

Hypothesis	p-value	Correlation (r)	Conclusion
Hypothesis 1	0.000	0.475	Significant
Hypothesis 2	0.000	0.701	Significant
Hypothesis 3	0.000	0.619	Significant
Hypothesis 4	0.000	0.627	Significant
Hypothesis 5	0.000	0.769	Significant
Hypothesis 6	-	-	All independent variables are having significant relationship with dependent variable.

Source: Developed for the research

5.2 Discussion of Major Findings

The present study is attempts to assess employees' perception on organization commitment in CSR. CSR has become very important to all types of businesses; especially implement social responsibility for their employees. The reason is when the CSR practices are equivalent to what employees' expected, they are more willing to respond with more cooperative and supportive actions, and interchange with more committed to their organization. Simultaneously, better organization effectiveness can maintain when it keeps employees satisfied. Therefore, it is important for businesses need to identify the factors that will affect employees' perception on organization commitment in CSR.

5.2.1 Gender

From the aspect of gender differences, researchers found out most of the male employees perceived that their organization is more committed to them. Based on the research done, most of these male employees are reasonably more satisfied with the training and development provided to them and the autonomy given in performing their job. These might due to the organizations male employees are working in are well fulfilled the expectation of employees that certain level of training and development are met among these employees perceptions. In addition, these male employees are also happy with the autonomy given to them in making certain degree of decisions in performing their daily task. They perceived the organization has valued them as capable and potential employees in contributing efforts to the success of their organization. According to an author, male are more likely to be at the power positions as compared to female (Adler, 1993).

On the other hand, these male employees are not quite or less satisfied with the health and safety policy, work life balance as well as the compensation and benefits provided to them currently. For health and safety concern, male employees that being surveyed might tend to work in a higher risk working environment. This has make them feel unsecured when they perceived the organization is not providing better or improve the environment to make them secured. Thus, these male employees are responded neutral or disagree on the health and safety policy.

Furthermore, male employees are less satisfied with the work life balance aspect as well besides health and safety policy. This might due to the male employees who responded the survey do not have other commitment like family commitment other than work commitment. Therefore, they do not see the importance of work life balance as provided in the organization. Another possible reason might be these male employees are too young in the organization. They might not enjoy the benefit as other experience employees enjoyed. Thus, they do not aware on this aspect which organization has provided to others. Moreover, they are also generally less satisfied with the compensation and benefits received from the employment. This situation might due to the annual inflation rate increased is greater than the salary increment annually which caused them less satisfied.

According to the research done, female employees are more satisfied with health and safety, work life balance as well as compensation and benefits. They perceived the organization is well committed to them in these aspects. For instance, female employees perceived organization provide them with well compensation and benefits. This may be due to large number of female employees who were surveyed have less commitment as compared to male employees who were surveyed. They are satisfied with the compensation and benefits given by organization.

Nevertheless, these female employees are less satisfied with the training and development component as well as the autonomy given by organization they are worked in. they perceived organization does not fulfill their expectation requirement as an employee of the organization. The possible reason may be due to their experience gain in the industry is still new; organization would like to supervise their current performance to decide whether to provide them with more autonomy. However according to previous studies' researchers, they found out in most organizations tend to look down on female employees capability and misjudge their performance. These organizations perceived female employees to have greater family commitment and work conflicts than male employees (Hoobler, Lemmon, & Wayne, 2009)

5.2.2 Age

Actually, different employees 'generational age will have differences perception in organizational CSR. Age is a very important factor affect employees' perception. Based on the result, employees between 31- 40 years old is more desire on organization provides them work life balance. The reason is employees between 31-40 years old are more in marriage status; they need more personal time to accompany their family member. On the other hand, younger employees between 21-30 years old are less emphasize on organization provides them work life balance, but they more emphasize organizational' compensation and benefits. For younger employees between 21-30 years old, they are willing sacrifice time to doing a challenging jobs, but they are more emphasize on organizational provides them compatible compensation and benefits with their effort.

Based on the result of questionnaire, it has shown percentage of young employees between 21-30 years old are more prefer organizational provides them training and development. The expectations of Generation X and Y individuals are that they will receive access to training, mentorship, and opportunities to improve their skills (Gravett, 2007). On the other hand, older

employees are less like organization provides them training and development. The reason is older worker is more difficult to adapt to a new setting (Gravett, 2007). Hence, older employees are more resist to change.

In addition, employees between 31-40 years old also more desire on organization give them autonomy to make decision. Normally, employees between 31-40 years old are experience workers. Therefore, they are more desire on freedom and independent to make decision on the job compare with other age employees. Lastly, for the employees between 21-30 years old organization provides them health and safety. It is because employees between these 21-30 years old are more is new employees or less experience employees. Thus, they more desire organization provide them health and safety work environment to reduce their psychological and physical risks of work.

5.2.3 Industry

5.2.3.1 Health and safety

Table 5.2.3.1: Ranking of Industry on Health and Safety

Ranking	Industry	Percentage (%)
1	Manufacturing	77.78
2	Bank and Finance	73.91
3	Telecommunication	73.68
4	Service	72.50
5	Education	68.18
6	Electric and Electronic	59.09
7	Construction	57.14
8	Food and Beverage	27.78

Source: Developed for the research

5.2.3.2 Work life balance

Table 5.2.3.2: Ranking of Industry on Work Life Balance

Ranking	Industry	Percentage (%)
1	Food and Beverage	78.90
2	Manufacturing	63.00
3	Service	62.00
4	Telecommunication	61.10
5	Electric and Electronic	59.10
6	Construction	42.90
7	Bank and Finance	39.10
8	Education	22.70

Source: Developed for the research

5.2.3.3 Training and development

Table 5.2.3.3: Ranking of Industry on Training and Development

Ranking	Industry	Percentage (%)
1	Food and Beverage	94.44
2	Telecommunication	89.47
3	Electric and Electronic	86.36
4	Manufacturing	81.48
5	Education	77.27
6	Bank and Finance	69.57
7	Service	67.50
8	Construction	42.85

Source: Developed for the research

5.2.3.4 Employee Autonomy

Table 5.2.3.4: Ranking of Industry on Employee Autonomy

Ranking	Industry	Percentage (%)
1	Food and Beverage	94.4
2	Manufacturing	92.59
3	Telecommunication	84.21
4	Education	81.82
5	Electric and Electronic	72.73
6	Construction	71.43
7	Service	70.00
8	Bank and Finance	47.83

Source: Developed for the research

5.2.3.5 Compensation and Benefit

Table 5.2.3.5: Ranking of Industry on Compensation and Benefits

Ranking	Industry	Percentage (%)
1	Telecommunication	73.68
2	Food and Beverage	72.22
3	Construction	71.43
4	Manufacturing	62.96
5	Service	50.00
6	Electric and Electronic	50.00
7	Education	45.45
8	Bank and Finance	43.48

Source: Developed for the research

Based on the results that we obtained from our questionnaire, we found out that employees in different industries have different perception towards the commitment of their organizations. The table above shows the ranking of the employee's perception on the 5 variables in different industries.

From the results, we noticed that there are 77.78% of respondents from manufacturing industry are felt satisfied on the health and safety policies that provided by their employer. Base on the results shows that manufacturing industry is the industry with highest ranking in this perspective when compare to others industry. Most of the manufacturing industry employees agree with that their organizational had provided them health and safety. The reason is generally manufacturing industry working environment is involve high risk than others industry. High risk environment will lead to any accident occur and may lead to dead or seriously injured. Therefore, it is crucial for the manufacturing industry employers to emphasize and ensure their employees have well physical conditions to perform their jobs. Besides that, medical check-up is needed for employees but we found that not all the industries will provide medical check-up for their employees especially most of the employees from education industry are not satisfied with this if compared to other industries. It consists of 77.27% respondents which is the highest percentage among the industries.

From the aspect of work life balance, most of the people in food and beverage industry, manufacturing industry and service industry agree that their organization had provided them a balance work life may be due to the organization had provided them holidays for travel based on their seniority in the organization. For example, those who work in the organization above 10 years may have 2 to 3 weeks holidays to travel while for those who only work for 2 years and above, they only have a standard of 1 week travel time. In addition, the organization might also had organized activities such as family day and sport carnival for their employees to take part in and encourage their family members involved in it too. Therefore, employees in these kinds of industries perceived that their organization is more committed to them.

However, the respondents from the education industry are less satisfied that their organization had provided them a balance work life might be due to the nature of their work. Education industry is less able to provide their employees holidays for travel based on seniority may be because the holidays for their

employees are based on the holidays of students in the institutions. Hence, it is very hard for the organization to provide them extra holidays for travel as the numbers of school holidays every year is quite many compare to other industries and it is also more difficult for them to establish a separate policy for WLB.

Besides that, our results from questionnaire on training and development also shows that food and beverage industry are more emphasize on the training and development programmed provided to their employees. Employees in this industries perceived that their organizations had provided them with appropriate training programmed and this had thus help the industry to increase their competitive advantage and employees' commitment to their organizations. Therefore, results shows that food and beverage industry is the industry with highest ranking in this perspective when compare to others.

Nonetheless, results also shows that the employees from construction industry perceived that they are not satisfied with the training and development programmed provided by their organization. Many of them responded that they are lack of training and have limited opportunities for career development. This might be due to the nature of their jobs and the organizations also perceived that their employees did not need much training.

Furthermore, for the employee autonomy, food and beverage industry's employees are most satisfied with the autonomy given as compared to other industries. This may be due to the food and beverage industry's employees are recruited with a certain level of education level and skills acquired relating to this field which makes the organization has high confident in delegating appropriate level of autonomy to its employees.

Yet, banking and finance industry's employees are least satisfied with the autonomy given comparing to other industries. This may be caused by the nature of industry where this industry mainly deal with money and other financial sources which is some kind of sensitive issue which may require

more supervision and control by the top management. Hence, this may explain why banking and finance industry's employees are least satisfied with the autonomy given to them.

Lastly, based on our results from compensation and benefits, the telecommunication industry, food and beverage industry, and construction industry are more agree with the compensation and benefits given to them compare to other industries or current market rate in similar job scope. Normally, employers like to provide considerable wage or benefits to retain their employees and increase employees' commitment toward organization. Meanwhile, telecommunication industry success to attract present and potential employees committed to it followed by food and beverage industry, construction industry, and manufacturing industry. Instead, employees also perceived that their organization is more committed to them.

However, the employees from the banking and finance industry are least satisfied with the compensation and benefits provided comparing to other industries. Due to the workloads and job scope of this industry, they will feel more stress to deal with their job and task assigned. Hence, this kind of things causing employees disagree with the compensation and benefits program provided to them. Most of them perceived that unfair rewards on their contributions.

5.2.4 Length of service

Based on the results of our questionnaire, the employees who had worked with the organization for 5 to less than 10 years and 10 years above perceived that their organization is well committed to them. According to the research done by (Wan Li Kuean, 2010), it is stated that when the organizational commitment to the employees is high, the employees intention to leave the organization is low. Employees in these categories of length of service are

usually older than those who are new in the organization and they have the responsibilities of look after their immediate family. Therefore, they are more emphasized on the compensation and benefits provided for them by the organization and the autonomy given to them in performing their task. From our result, most of them shows agreed or neutral on the other independent variables but strongly agreed on the compensation and benefit provided and the autonomy given to them. This shows that the income they get is highly comparable to the market rate and they also gain respect in performing their daily task. These might be the factors that they are willing to stay in the organization for a long period of time.

On the other hand, for employees who have a length of service of 3 to less than 5 years, they perceived that the organization had provided them with a balance between work and social life. They willing to work for the organization because the organization provide them holiday for travel based on their seniority and the organization also provided them “on-the-job training”. This category of employees has higher expectation towards their work. They are more concerned on a less stressful life. They can deal with challenging jobs but they want entertainment and relax as well. From our research, results shows that most of the employees in this categories have high satisfaction on the work life balance variable and less concerned on the compensation and benefits provided.

Furthermore, for employees who had work for 1 to less than 3 years or below 1 year, they are more focus on the training and development provided by the organization. Most of them agreed that the organization had provided them adequate training programmed and they are also given chance for self-development. Employees who fall under this category are more concern on this issues because they aware on the importance of self-improvement for their future career. In addition, they are also satisfied with the healthy and safe workplace provided to them because they are less expose to the hazardous working environment.

Lastly, from the aspect of health and safety, almost all of the employees in all categories of length of service are satisfied with the health and safety policy of their organization. Most of them were agree that their organization had fulfilled the basic requirement on this issue to minimize the risk of employees from being getting injured. Therefore, the perception of employees on the health and safety provided by their company is almost the same.

5.3 Implication of Study

This study attempts to assess the employees' perceptions on organizational commitment towards corporate social responsibility in several industries in Malaysia. CSR has becoming very much important as compared to earlier century. In today's world, this issue has arisen to be one of the criteria to invest in an organization. Investors looked into this matter to judge whether the organization is doing something in return for the society other than making profits to themselves. Therefore, organizations are very particular and concern in their CSR before they approach investors for future investment.

Based on a video clip, institutes started to offer green courses associate with the CSR issue. Besides, CSR focused jobs increased tremendously in conjunction with this matter. People are also willing to make financial sacrifice in order to work for a socially responsible organization. In addition, CSR has also affect consumer daily purchases decisions by choosing environmental friendly products. According to the Group Chief Executive of Unilever Public Listed Corporation, Patrick Cescau; he said "The rise of the conscience consumer is a movement that is gathering momentum and will change the face of business and brands." People are getting knowledgeable and making their choices towards environmental friendly actions.

This analysis attempts to gather the employees' perceptions towards the CSR done in the organization they are working with in terms of the commitment made for the employees' benefits working for the organization. It is pertinent to have a better understanding of what the employees perceived as committed in CSR to be which the employer should provide them in terms five perspective which are health and safety perspective, work life balance perspective, training and development perspective, employee autonomy perspective as well as compensation and benefits perspective. By knowing what employees perceived, organizations are able to provide a better form of benefits to the employees in various methods to fulfill the employees' needs.

From a practical stand point, our finding suggest that organizations should pay greater attention on health and safety policies and practices to ensure a safe working environment provided for the employees in gaining employees confidence to continue serve for organization. In addition, several industries employees are not satisfied with their current compensation and benefits given. Organizations' top management should put more effort to improve the current compensation and benefits provided to the employees in minimizing their dissatisfaction and indirectly improve on their job performance and quality of work done. By doing so, it can reduce the employee turnover rate and reduce the cost of frequently recruit new employees too.

On top of that, organizations should also focus more on autonomy given to the employees in performing their job. A certain degree of autonomy is able to produce a better quality of work rather than having a full control on the work done by employees. An adequate freedom given to employees is essential to the overall performance of an organization. In other words, a certain level of freedom given to employees is able to produce a high performance organization. Therefore, organization should have an in depth consideration on this matter in order to create a win-win situation for both parties.

5.4 Limitations of the Study

Our research generates important findings in the employees' perception in CSR of their organization. Recognizing the limitations of this study are very important to assess the finding accurately. There are several limitations need to be acknowledged regarding to this research study.

First of all, the potential limitation is the responses of the respondents. Some respondents may have confused a question. Although researchers have pay effort to develop the questionnaire, pilot test and revised it, however some employees still cannot get the actual meaning what the question is trying to express. In this case, certain percentages of respondents are neutral in expressing the statement. Besides, some employees may not answer truthfully because he or she response the questions as interviewer wish to have.

Secondly, financial and time constraints are one of the limitations of this study as well. Time period is limited to complete this research, less time may not be ideal for a research study. In addition, researchers need to complete this research study at the limited time frame. Due to time constraints and time arrangement factors, the sample size is comparatively smaller because there is a long period needed to collect back all questionnaire distributed. In addition, some mistake occur in literature review make delay in the research's progression. Furthermore, financial constraint is one of the limitations too. Research idea is to convince readers, sufficient information is required to develop a research study. However, since all research members are students, they do not have financial income support to convince them from searching valuable and quality data. This is because of some online journal or article need to purchase before it is available for viewing. Besides, they do not have sufficient financial support to allow them to travel around Malaysia to conduct this questionnaire.

Thirdly, limitation may be bias on the sample selection. Due to the constraints of the cost, time and human resources, the target population for data collection was limited

within Kuala Lumpur, Pulau Pinang and Perak. Nevertheless, the sample size in this study meets the requirement for analysis; the sample size may not be representative of the whole population in Malaysia. The respondents' opinion could not accurately represent the employees' perception for the working population in Malaysia within the same industry.

Fourth limitation is employees' English education levels. This limitation generally occurs in service industry, and food and beverage industry. The education level of the employees in some of the restaurants or hotels is comparatively lower. For instance, cooks, cleaners, or waiters do not require high English educational level to perform their job. As a result, there are not all the employees of the industries included in our research.

Fifth, sample size of our research is relatively small. 200 sets of survey questionnaires were distributed to respondents and collected back from the respondents but only 178 respondents completed the survey questionnaire. Sample size is a constraint for researchers to analyse the whole population in various industries, the sample size may not accurately represent the population. In addition, survey questionnaires were not distributed to some industries which researchers plan to collect data from, for example pharmaceutical industry. Researchers just focusing on a few major industries, therefore employees' perception is also focusing in these few industries only.

Sixth limitation is that different ages have different perceptions on CSR. Younger employees and older employees may perceive differently, which industry they come from also may influence their perception on CSR. Hence, data analysis more or less will affect the comparison between industry and industry.

Last but not least, although researchers have looked into gender and age groups to analyse employees' perception, another extension to look into ethnic groups is considerable. This is because Malaysia is a multiracial country; different ethnic groups

may focus on different aspect of variables. For instead, Chinese maybe more concern on health and safety whereas Malay maybe more concern on work life balance.

5.4 Recommendation for Future Research

After completing this research, researchers are suggesting to conduct a larger scale of sample size and put extra focus on current issues of employee perception on organizational commitment in CSR in the future research. Future researcher are recommended to find out further on why the employee perception is so important in an organization and why organizations wish to put so much effort in doing CSR. For example, researchers are using Likert scale as the measurement scale in this study. They are recommending to the future researchers in expanding this scale from 5 points to 7 points or even 10 points in their future studies. Besides that, the number of targeted respondents for this research is only limit to 200 people while the amount of questionnaire that successfully collected was only 178 sets; future researchers may use more than 200 respondents as their sampling in completing their studies because they should get prepared for uncontrollable factors that may affect the sample size to be smaller than the expected.

Furthermore, the targeted respondents for this research are mainly from Peninsular Malaysia which most of them are from Penang, Perak, Selangor and Johor. Future researchers are encouraged to make their boundary of research to a wider coverage which is to include employees who working in Sabah and Sarawak. They are suggested to do so because for their present study, it is inappropriate to use only 178 respondents to represent the employees' population in Malaysia as a whole. By making a wider coverage in their research, they would able to obtain a better result on what is expected by the employees in Malaysia in justifying whether the organization is committed to them accurately.

On the other hand, the research method used in this study is quantitative research method which is by distributing questionnaire to the employees who are working. Future researchers are recommended to conduct this research by using qualitative method such as interview, group focus or observations if the resources are allowed them to do so. This is because the data obtain from qualitative research would be more valuable compare to results from quantitative research. By conducting qualitative research, the researcher will have the chance to directly meet up with the respondents face to face and post more detail questions to the respondent besides observing the real situation in the process of research. This would provide them a better understanding in their research and is able to develop a more valuable research.

In addition, from the aspect of time, the time frame given for researchers in conducting this research is only restricted in few months time and thus limited their time in conducting the survey. The given time frame is not sufficient for them to develop a better quality of questionnaire as they may acquire more time to analyze the results obtained and spend more time on literature review during the research study progression. Therefore, there are rooms for improvement to be done in this research. Hence, researchers would like to recommend to the future researchers to take a longer time period in conducting their research if they would like to obtain more significant and accurate results especially for the local researchers as this area of topic is lesser in Malaysia. According to the findings, most of the journals found are based on the employees' perception from Western countries. This resulted in researchers spending more time in determining the appropriate variable to be used in measuring the perception of employees on organizational commitment in Malaysia due to the cultural differences between Eastern and Western countries.

Lastly, it is important for organization to understand what actually the employees wanted and needed in order to improve the employees' perception on organizational commitment towards CSR. This is because employees from different industries may have different expectation based on the nature of their job. As most of the organizations' decisions are rely on the financial justification, surveys in this category would contribute a lot to the organization in the long term because when employees

perceived the organization is committed to them, they are willing to exert extra effort in performing their job.

5.6 Conclusion

As a conclusion, researchers would like to conclude that the overall of this project was running quite smoothly in these few months. This research study is considered as successful since four out of five of the independent variables used to measure employee's perception on organizational commitment shows a significant relationship to the dependent variable. These five variables include health and safety, work life balance, training and development, employee autonomy and compensation and benefit.

It is important for every organization in different industries to conduct a study on determining the perception of their employees towards the organization as this may vary between industries. For example, employees in service industry may perceived the organizations to provide them a healthy and safe working environment with comfortable conditions while employees from construction industry may wish to have a better compensation and benefits and they are willing to expose to high risk jobs. Therefore, organizations' practices based on what they perceived is beneficial to their employees could be inappropriate. In order for an organization to be committed to their employees, it is very important for them to determine what their employees actually needed.

Finally, the human resource department and training and development management department of an organization should take into consideration practically on what researchers have done in this research as a guideline for them to provide a better working environment and increase their commitment towards their employees in CSR. The suggestions and recommendations made in this study can be taken by the organizations for further investigation on elements that are related to organizational

commitment and thus affect the employees' perception. This may help the organizations in enhancing their reputation and increased profitability in long term since employees perceived that the organization is committed to them.

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(Appendix 1)

UNIVERSITI TUNKU ABDUL RAHMAN

Faculty of Business and Finance

BACHELOR OF BUSINESS ADMINISTRATION (HONS)

FINAL YEAR PROJECT

**TITLE OF TOPIC: EMPLOYEES PERCEPTION ON
ORGANIZATIONAL COMMITMENT IN CORPORATE SOCIAL
RESPONSIBILITY**

Survey Questionnaire

Dear respondent,

We are the final year undergraduate students of Bachelor of Business Administration (Hons), from Universiti Tunku Abdul Rahman (UTAR). The **purpose** of this survey is to identify employees' perception on organizational commitment in Corporate Social Responsibility (CSR).

Your kind assistance in responding this questionnaire is very crucial for the development of this research study. The information and response will be strictly used for academic purpose only.

Thank you for your participation.

Instructions:

- 1) There are **THREE** (3) sections in this questionnaire. Please answer ALL questions in ALL sections.
- 2) Completion of this form will take you approximately 10 to 15 minutes.

Section A: Demographic Profile

Please place a tick “√” or fill in the blank for each of the following:

1. Gender:

- Male
- Female

2. Age:

- Below 21
- 21-30
- 31-40
- 41-50
- Above 50

3. Employee status:

- Employee
- Employer or business owner

4. Industry of your company:

- Service
- Manufacturing
- Food and beverage
- Electric and electronic
- Telecommunication
- Banking and finance
- Others: _____

5. Length of service in this company:

- Less than 1 year
- 1 – less than 3 years
- 3 – less than 5 years
- 5 – less than 10 years
- 10 years and above

Section B:

Please circle your answer to each statement using 5 Likert scale [(1) = strongly disagree; (2) = disagree; (3) = neutral; (4) = agree and (5) = strongly agree]

Health and Safety

No.	Questions	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	My company provides me with a safe physical working environment. (e.g. not expose to hazardous condition/environment)	1	2	3	4	5
2	My company is well-equipped with safety equipment. (e.g. Fire extinguisher, First Aid Boxes)	1	2	3	4	5
3	My company stairways and fire escape are provided with clear floor plan.	1	2	3	4	5
4	We often average 1 or 2 persons who meet accident every week.	1	2	3	4	5
5	My company send me for medical check up in every 2 or 3 years	1	2	3	4	5

Work Life Balance

No.	Questions	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	My company provides holiday for us to travel based on seniority.	1	2	3	4	5
2	My company has a separate policy for work life balance. (for example, flexible hours, paid time-off and job sharing)	1	2	3	4	5
3	My company encourages my family members to be involved in company's functions.	1	2	3	4	5

4	My company provides “on-the-job training” to new employee.	1	2	3	4	5
5	Work Life Balance policies of my company have been seen equally on men and women.	1	2	3	4	5

Training and Development

No.	Questions	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	My company provides training and development opportunities to realize my career goals.	1	2	3	4	5
2	My company trains me to use new technologies which related to my jobs.	1	2	3	4	5
3	I am confident in completing my tasks with training provided by the company	1	2	3	4	5
4	I am satisfied with training program provided for current job.	1	2	3	4	5
5	My company provides training program to improve worker’s skills.	1	2	3	4	5

Employee Autonomy

No.	Questions	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	I am given a major say in scheduling my work	1	2	3	4	5
2	I do my work independently with least supervision.	1	2	3	4	5
3	I am given the opportunity to do things I am best at doing	1	2	3	4	5

4	Suggestions made for improvement are usually adopted for implementation.	1	2	3	4	5
5	I am given adequate freedom to complete my job.	1	2	3	4	5

Compensation and Benefits

No.	Questions	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	My wage is comparable to current market rate.	1	2	3	4	5
2	My company offers salary increment annually.	1	2	3	4	5
3	My company pay bonus according to the performance of individual workers.	1	2	3	4	5
4	I am satisfied with my company' benefit plans (e.g. pension plan, stock option, profit sharing, medical insurance and etc.).	1	2	3	4	5
5	I received fair rewards on my contribution	1	2	3	4	5

Section C:

Please circle your answer to each statement using 5 Likert scale [(1) = strongly disagree; (2) = disagree; (3) = neutral; (4) = agree and (5) = strongly agree]

No.	Questions	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	I am satisfied with my company's health and safety.	1	2	3	4	5
2	I am satisfied with my company's Work Life Balance policies.	1	2	3	4	5
3	I am satisfied with my company's training and development programs.	1	2	3	4	5
4	I am satisfied with autonomy given by my company.	1	2	3	4	5
5	My current pay fulfill my expectation completely.	1	2	3	4	5

Thank you for your time, opinion and comments.

~ The End ~

(Appendix 2)

Constructive Measurement (Scale and Operational Definition)

<u>Variables</u>	<u>Author</u>	<u>Measurement Scale</u>
Health and Safety	Kirti Dutta, M. Durgamohan	Likert 5 point scale
Work Life Balance	Al-bdour, A. Ali., Elisha Nasruddin., Soh Keng Lin (2010) Sunil Joshi, John Leichne, Keith Melanson, Cristina Pruna, Nicolai Sager, Cathi Jo Story, Kevin Williams (2002)	Likert 5 point scale
Training and Development	Richard Blundell, Lorraine Dearden, Costas Meghir and Barbara Sianesi (1999) Steven Brammer, Andrew Millington and Bruce Rayton (2005)	Likert 5 point scale
Compensation and Benefit	Christian Vandenberghe, Michel Tremblay (2008) Samson Sam Gnanakkan (2010)	Likert 5 point scale
Employee Autonomy	Shawn M. Burn and Alison M. Konrad (1987) Sook Lim (2007)	Likert 5 point scale

(Appendix 3)**Summary of past empirical studies**

Study	Country	Data	Major findings
Al-bdour, A. Ali., Ellisha Nasruddin., Soh Keng Lin (2010)	Jordan	The proposed model was tested on a sample of 336 frontline employees within the banking sector in Jordan.	This study attempts to investigate the relationship between internal CSR practices and organizational commitment based on the social exchange theory (SET).
Christian Vandenberghe, Michel Tremblay (2008)	Belgium	Two independent samples of employees were chosen for testing our hypothesized model. The first sample included medical reps from two pharmaceutical companies while The second sample was drawn from multiple organizations on a convenience basis.	This paper reports the results of a two-sample study—a sample of medical reps from pharmaceutical companies (N = 232) and a sample of respondents from multiple organizations (N = 221)—of the relationships between pay satisfaction, organizational commitment, and turnover intentions.

Kirti Dutta, M. Durgamohan	India	The content analysis of twenty seven corporate web sites' CSR statements were carried out.	The study will be relevant will discuss corporate social responsibility as a strategic move that organizations can incorporate in their overall business strategy, thereby achieving better all-round performance.
Shawn M. Burn and Alison M. Konrad (1987)		The present study consisted of a mail survey designed to determine the amount of variance in political participation accounted for by the following: stress and worry, contact with political and social organizations, job autonomy, locus of control and demographic variables.	This research is an integration of previous work on political activity and examines a variety of factors thought to be influential in the performance and non-performance of political behavior.
Sook Lim (2007)	United States	The population consists of the IT workers in each main library of the	This study examines the characteristics of library information technology (IT)

		ninety-nine university member libraries of the Association of Research Libraries (ARL) in the United States.	workers
Richard Blundell, Lorraine Dearden, Costas Meghir and Barbara Sianesi (1999)			<p>This paper provides a non-technical review of the evidence on the returns to education and training for the individual, the firm and the economy at large.</p> <p>The aim of this review is to provide a non-technical assessment of the state of knowledge on:</p> <ul style="list-style-type: none"> • the impact of education and training on the labour market opportunities of individuals, in particular on earnings and employment probability; we also

			<p>discuss the determinants of participation in education and training;</p> <ul style="list-style-type: none"> • the impact of training on firm performance: productivity, profitability and long-term competitiveness; • the contribution of education to economic performance, through its impact on domestic output and productivity growth at the aggregate level.
Samson SamGnanakkan (2010)		<p>The target populations in the sampling frame were only technical professionals (e.g., software programmers, quality control, network administrators etc). Respondents are required to fill in</p>	<p>This study defines a multidimensional HR practices and test its influence on turnover intentions (TOI) of ICT professionals.</p>

		an online questionnaire at a dedicated website designed for this study. A total of 849 respondent completed this survey.	
Steven Brammer, Andrew Millington and Bruce Rayton (2005)		The analysis is based on a sample of 4712 employees from the financial services company	This study investigates the relationship between organizational commitment and employee perceptions of CSR within a model which draws on a social identity theory.
Sunil Joshi, John Leichne, Keith Melanson, Cristina Pruna, Nicolai Sager, Cathi Jo Story, Kevin Williams (2002)			This is a case study which gives an introduction and the detail information on work life balance.