



UNIVERSITI PUTRA MALAYSIA

***ANTECEDENTS AND OUTCOMES OF EMPLOYEES' ATTITUDE
TOWARDS CORPORATE SOCIAL RESPONSIBILITY IN A PRIVATE
UNIVERSITY***

KRISHNESWARI A/P GUNASAGARAN

FEP 2018 22



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By

KRISHNESWARI A/P GUNASAGARAN

**Thesis Submitted to the School of Graduate Studies, Universiti Putra Malaysia, in
Fulfilment of the Requirements for the Degree of Master of Science**

June 2018

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Abstract of thesis presented to the Senate of Universiti Putra Malaysia in fulfilment of the requirement for the degree of Master of Science

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June 2018

Chair : Prof. Madya Ng Siew Imm, PhD
Faculty : Economics and Management

The purpose of this study is to examine the antecedents and outcomes of employees' attitude towards Corporate Social Responsibility in a Private University. Corporate Social Responsibility (CSR) has been widely studied in the literature where many of theories focused on CSR effect on individual and organisational outcomes. Understanding employee's CSR attitude is important for organisation to structure its CSR program. However, research that investigates factors influencing employee's CSR attitude is scarce. This study investigated a Private University's Corporate Social Responsibility (CSR) structures and their influences on employee's attitude towards CSR activities. Moreover, this study explored the effect of altruism as moderating variable.

This study used the quantitative method by distributing questionnaires to employees of a private university that made CSR participation as one of the employees' Key Performance Indicator (KPI). There were 358 questionnaires collected from the employees of the private university. This study uses a purposive sampling where judgement imposed was the employee must worked for more than one year. Furthermore, Social Identity Theory (SIT) and Theory Planned Behaviour (TPB) were applied in supporting the proposed sixteen relationships and hypotheses.

Partial Least Square Structural Equation Modeling (PLS-SEM 3.0) was used to analyse data. The results of this study showed that nine out of sixteen hypotheses were supported. CSR recognition and altruism were found to be significant with attitude towards CSR. Besides that, attitude towards CSR was found to be positively related to participation intention. Participation intention positively related to organisational identification which was positively related to employee commitment. Also, altruism as

moderator was significant for CSR compulsion, CSR association and CSR recognition, on attitudes towards CSR.

Some implications were derived from this study. First, organisations should be aware of the impact of CSR recognition have on employee attitude towards CSR. It is beneficial for organisation to lay out effective CSR recognition program that may attract, motivate and improve employee attitude towards CSR. Second, organisation are suggested to practice flexible KPI where employees who are altruistic are allowed to allocate more weighting score on CSR activities they like to get involved in. Hence, it helps the employees to voluntarily participate in CSR activities according to their personal value profile.



Abstrak tesis yang dikemukakan kepada Senat Universiti Putra Malaysia sebagai memenuhi keperluan untuk ijazah Master Sains

ANTESEDEN DAN HASIL DARIPADA SIKAP PEKERJA TERHADAP TANGGUNGJAWAB SOSIAL KORPORAT DI UNIVERSITI SWASTA

Oleh

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Tujuan kajian ini adalah untuk mengkaji anteseden dan hasil daripada sikap pekerja terhadap Tanggungjawab Sosial Korporat di Universiti Swasta. Tanggungjawab Sosial Korporat (CSR) telah dikaji secara meluas dalam kesusasteraan di mana banyak teori hanya tertumpu kepada kesan CSR kepada individu dan organisasi. Sikap pekerja terhadap CSR adalah penting bagi organisasi untuk menyusun program CSR. Walau bagaimanapun, penyelidikan yang mengkaji faktor yang mempengaruhi sikap CSR pekerja adalah sukar didapati. Kajian ini mengkaji struktur Tanggungjawab Sosial korporat (CSR) di sebuah Universiti Swasta dan pengaruhnya ke atas sikap pekerja terhadap aktiviti CSR. Selain itu, kajian ini meneroka kesan altruisme sebagai moderator.

Kajian ini menggunakan kaedah kuantitatif dengan mengedarkan soal selidik kepada pekerja Universiti Swasta yang meletakkan penyertaan CSR dijadikan sebagai salah satu Petunjuk Prestasi Utama pekerja (KPI). Terdapat 358 set soal selidik telah dikumpulkan daripada pekerja Universiti Swasta. Kajian ini menggunakan persampelan bertujuan di mana pertimbangan yang dikenakan adalah pekerja mesti bekerja selama lebih daripada satu tahun. Tambahan pula, *Social Identity Theory (SIT)* dan *Theory Planned Behaviour (TPB)* telah digunakan untuk menyokong hubungan enam belas hipotesis yang telah dicadangkan. *Partial Least Square Structural Equation Modeling (PLS-SEM 3.0)* telah digunakan untuk analisis data.

Keputusan kajian ini menunjukkan bahawa sembilan daripada enam belas hipotesis telah disokong. Pengiktirafan CSR dan altruisme didapati memberi signifikansi dengan sikap pekerja terhadap CSR. Selain itu, sikap pekerja terhadap CSR didapati positif dengan niat penyertaan. Niat penyertaan mempunyai hubungan positif dengan pengenalan organisasi manakala pengenalan organisasi pula mempunyai hubungan positif dengan komitmen pekerja. Juga, altruisme sebagai moderator mempunyai

hubungan signifikasi terhadap paksaan CSR, perkaitan CSR dan pengiktirafan CSR dengan sikap pekerja terhadap CSR.

Beberapa implikasi diperoleh daripada kajian ini. Pertama, organisasi harus sedar tentang kesan pengiktirafan CSR kepada sikap pekerja terhadap CSR. Penstrukturan pengiktirafan CSR yang berkesan memberi manfaat kepada organisasi untuk menarik, memotivasi dan meningkatkan sikap pekerja terhadap CSR. Kedua, organisasi dicadangkan untuk mengamalkan KPI fleksibel di mana pekerja yang altruistik dibenarkan untuk memperuntukkan skor lebih banyak dalam aktiviti CSR yang mereka suka untuk terlibat. Dengan ini, ia membantu pekerja untuk mengambil bahagian secara sukarela dalam aktiviti CSR mengikut nilai peribadi mereka.



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I would like to extend an exceptional amount of gratitude to my family and friends as they have been my pillar of strength since day one. Thank you for always being there to cheer me on especially on days that the going gets tough.

I certify that a Thesis Examination Committee has met on 27th July 2018 to conduct the final examination of Krishneswari a/p Gunasagaran on her thesis entitled "Antecedents and Outcomes of Employees' Attitude Towards Corporate Social Responsibility in a Private University" in accordance with the Universities and University Colleges Act 1971 and the Constitution of the Universiti Putra Malaysia [P.U.(A) 106] 15 March 1998. The Committee recommends that the student be awarded the Master of Science.

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CHAPTER 1

INTRODUCTION

1.1 Introduction

This chapter discusses the background of the study and the issues that need to be addressed. The gaps from previous studies will be the platform for this study and are discussed in the problem statement section. This chapter also deals with the research objectives and the significance of the study, which covers both theoretical and practical significances. Lastly, the definitions of the main concepts in this study are also included.

Corporate Social Responsibility (CSR) has become a vital area of research in academic research. In the academic world, it is argued that the key reason for CSR involvement in an organisation is to generate profit (Friedman, 1970, Ahmad et al., 2015) rather than for social well-being. Although there is no generally accepted definition of CSR (Van Marrewijk, 2003; Fisher, 2004; Okoye, 2009; White, 2004; Hummels, 2004; Smith, 2003), several researchers initiated the concept of CSR in business by proposing that it is necessary for an organisation to make a positive contribution to the society and address stakeholders' needs through their CSR practices (Lee, 2008). Businesses today face an increasing pressure to adapt and improve their CSR structures (Aguilera et al., 2007, King, 2008, Rhou et al., 2016). This is due to poor coordination and a lack of rationality in connecting their various CSR programs to be aligned with their stakeholders.

Child (1972) suggested that the organisation structure would need essential variables with reference to some standard of required performance or prediction of the effects of structural alternatives to achieve certain organisational goals. In this respect, the organisation needs to motivate stakeholders, including employees, with more tangible CSR structures. This study intends to examine the influence of CSR structures on a specific group of stakeholders, which are the employees. A proper CSR structure may lead to increased employee commitment (Riordan et al., 1997; Bartels et al., 2007; Kim et al., 2010) and organisational citizenship behaviour (Nadiri and Tanova, 2010; Chiang and Hsieh, 2012; Jung and Yoon, 2012; Tang and Tang, 2012).

CSR leads to organisational identification (Maignan and Ferrell, 2003) as it is linked to the behaviours of employees, such as employee commitment and organisational

citizenship behaviour. An organisation that is socially responsible is perceived to have high prestige and respect by outsiders, whereas employees feel motivated and committed to the organisation (Cohen and Greenfield, 1997). Therefore, employees' desire to associate and symbolize a strong commitment towards organisation through their sense of belongingness. This study determines the relationship between CSR structures, attitude towards CSR, CSR participation intentions, organisational identification, employee commitment and organisational citizenship behaviour while considering that CSR can be an effective way for firms to maintain a good and strong relationship with their employees.

Generally, two dimensions can be used to distinguish CSR structures from employee's actions: (1) benefit society or common interest (Arvidsson, 2010) and (2) obey the law (Carroll, 1998). As voluntary participation in CSR has become an increasingly common practice among employees, the question as to whether employees have an element of individual volunteerism to participate in CSR activities arises. The motivation and willingness of the employees are key to the success of CSR since actions come to life with voluntary participation from the employees.

In ASEAN, Bursa Malaysia is currently the only exchange that requires mandatory CSR disclosures on a compulsory basis, which encourages Malaysian public listed companies to include sustainability in their business strategies (Compliance Week, 2015). It is evident that participation in CSR is evolving from being trendy to compulsory for companies to file in an annual report detailing their social and environmental related activities as CSR can be used in developing into brand identities with investors (Compliance Week, 2015). Consequently, corporations gradually promote and prioritize CSR by featuring CSR structures that fit their business operations.

While CSR is driven by principles and policies, it is up to the companies to structure their own activities with stakeholders that they anticipate to satisfy (Kim et al., 2010). Recently, few companies such as Fujitsu (Malaysia) Sdn. Bhd, Hong Leong Group, and Hitachi High-Technologies (Malaysia) Sdn. Bhd implement policies where employees are required to carry out their duties in CSR programs as part of their Key Performance Indicator (KPIs). For this reason, employees may voluntarily or involuntarily participate, and it is not known if they are committed to CSR structures because such policies force them to participate in CSR programs.

This study attempts to assess the proper implementation of CSR structures (i.e. CSR Compulsion, CSR Recognition, CSR Association, CSR Involvement and CSR Management Support) that may increase an employee's commitment and

organisational citizenship behaviour towards the organisation. Besides that, this study extends the research of Kim et al. (2010) by identifying the influence of the employees' attitudes toward CSR and CSR participation intentions on organisational identification.

1.2 Research Background

Malaysia is a newly industrialized country that is undergoing rapid development during the 21st century. Figure 1.1 shows Malaysia's economic growth from 2010 to 2016. For the year 2016, Malaysia's economy grew 4.2 percent with a value of RM1, 107.9 billion at constant prices (Department of Statistics Malaysia, 2016). In 2016, the service sector remained as the largest contributor to the country's Gross Domestic Product (GDP) growth of 5.5 percent. The growth is corresponded to the government's initiative to turn the country into a major trading nation by positioning the service sector as a major source of growth (IMP3, 2006 – 2020 Ministry of International Trade and Industry, 2016).

In fact, the goal of the 11th Malaysia Plan (RMK 11) for the service industry is to achieve 56.5 percent of GDP by 2020 with an annual growth of 6.3 percent (The Sun Daily, 2016). One of the strategies for the service sector is to improve the growth of modern services, such as the halal industry, Islamic finance, information and communication technology, oil and gas, private healthcare, private higher education, eco-tourism and professional services. In general, the GDP growth from the service industries in Malaysia had gone through a series of ups and downs from the year 2010 until 2016, as displayed in Figure 1.2. GDP from the service sector in Malaysia had an average of Ringgit Malaysia 127433.04 million from 2010 until 2016, reaching a high of Ringgit Malaysia 158694 million and a record low of Ringgit Malaysia 99821 million in 2010 (Department of Statistics Malaysia, 2016).



Figure 1.1: Malaysia's Economic Growth from 2010 to 2016
(Source: The World Bank)

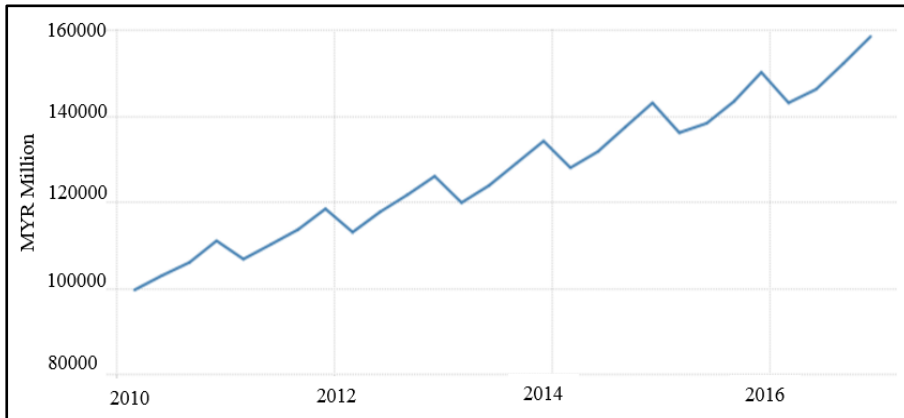


Figure 1.2: Malaysia's GDP Growth of Service Sector from 2010 to 2016
(Source: The World Bank)

It is evident that Malaysia has moved into the third stage of economic development, with growing emphasis on the service sector. A total of 226,000 jobs, like housekeeping, tours, nursing, and teaching, come mainly from the service sector (Department of Statistics Malaysia, 2015). Although the service sector recorded a steady growth in general, the productivity performance of service sub-sectors was not impressive.

Figure 1.3 exhibits the productivity performance of services sub-sectors. Only the information and communication sub-sector demonstrated outstanding productivity performance (7.8 percent). Productivity performance of private education services was relatively small (2.4 percent). For private education services, the productivity performance is mainly determined by employees' wellbeing, which is directly reflected in their job performance (Bowling, 2007).

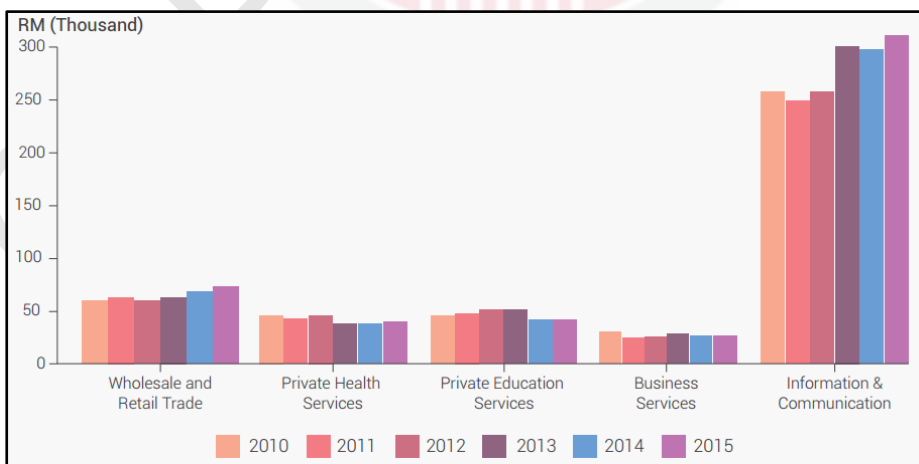


Figure 1.3: Productivity Performance of Services Sub-Sectors from 2010 to 2015
(Source: Department of Statistics Malaysia)

The employees' job performances depend greatly on an effective and efficient workforce. A large proportion of the country's budget each year is allocated to education. Developing more knowledgeable workers is also one of the main pillars to boost private education services. It is an undeniable fact that only through education can credible workforces be created. Private education is important for the development of academic and institutional excellence, and to generate individuals who are competent, innovative and of noble character to serve the needs of the nation and the world (Education Guide Malaysia, 2015). To this end, the private institutions play important roles by producing the required workforce for the progress of the country. The nation's progress, on the other hand, depends on its trade with the rest of the world.

Despite the fact that employees are key to private education services, Malaysian private education sector is reported to be having difficulties in retaining top talent in an organisation (Downe et al., 2012). Corporate Social Responsibility (CSR) practices are reported to be able to attract and retain employees (Young and Thyil, 2009). Participation in CSR initiatives can improve employee motivation (Dunn et al. 2008; Grant 2012a, 2012b) and their identification with the organisation (Brammer et al. 2007). Greater organisational identification positively influences employee retention (Porter et al., 1974; O'Reilly and Chatman, 1986; Cohen, 1993). Employees who perceive high identification with an organisation are believed to have a strong attachment to the organisation (Cohen 1993; O'Reilly and Chatman 1986; Fuller et al., 2003).

It is proven by Kim et al. (2010) that employee-company identification is positively related to employee commitment among 109 employees in five different Korean companies, while a study by Gonzalez and Guillen (2008) identified that commitment is a greater predictor of organisational citizenship behaviour. So, employee retention in the private education sector may be achieved through proper implementation of CSR structures since improperly implemented CSR structures may result in hatred amongst employees (Turker, 2009).

Many authors (Mahoney, 1990; Atakan and Eker, 2007; Florentina Grigore et al., 2013) have identified CSR as one of the competitive advantages used by some universities to engage stakeholders, such as the customers (students), employees (faculty members), employers (boards, policymakers, administrators) and companies (future employers of students). Although private universities in Malaysia were reported to have successfully conducted CSR activities to integrate and engage all members of the university community, including students, faculty, and corporate staff, in service activities (The Sun Daily, 2015), very few CSR studies on private universities in Malaysia have been conducted.

The use of CSR strategies is believed to be more prevalent in private universities as some of the CSR activities are used as a platform for data collection in the area of educational research. However, an increased number of CSR activities increase the workload of employees, which may result in adverse effects on employee commitment and organisational citizenship behaviour.

1.3 Scope of Study

In this study, we examine the application of CSR structures in one of the accredited private university in Malaysia. The rationale for applying a single case-study approach is to be able to capture rich and holistic materials that can be used in comparison to previous studies (Sharma et al., 2009). In other words, instead of using CSR as a strategy to retain talent, improperly implemented CSR programs may drive employees away. Thus, it is of the interest of this research to understand from a private university context how their employees view CSR (attitudes towards CSR), its antecedents and outcomes.

A private university has been chosen as a case organisation because of its self-accreditation status. This university is one of the eight universities that has received accreditation from Malaysian Qualification Agency (MQA) recently. The self-accreditation status entitles a higher education provider (HEP) to accredit its own programmes, except for programmes that require accreditation and recognition of the relevant professional body. The advantage of self-accreditation status is creating a good image of the university to the nation due to its high-quality programmes. This study university was awarded partly because of its role as the main player in Malaysian economics.

In 2013, this university received international recognition for its impact on community engagement with its CSR program. It is a significant milestone in making Malaysia the education hub in Asia, so this private university is studied due to its unique characteristics, such as being recognized for its CSR program implemented for the community and its high-quality programmes among students (The Star, 2016). The real name of the organisation is not disclosed for reasons of confidentiality. This study focuses on identifying how a private university engages their employees in the implementation of CSR activities. Then, this study could be able to provide guidelines to organisations intending to embark in CSR activities.

This study uses "employee" as a unit of analysis because employees are the key players in running CSR programmes. Literature suggests that employees who voluntarily help in the organisation's CSR programmes would result in positive outcomes, like job commitment (Kiyak et al., 1997; Rusbult and Farrell, 1983). In other words, involuntary participation may result in an undesirable result, like hatred (Zappala and McLaren, 2004; Pelozo et al., 2009). Therefore, it is important to understand from the employees' perspective what factors make them feel more favourable towards CSR (attitude) and how it influences their voluntary participation.

1.4 Problem Statement

Vision 2020 refers to Malaysia's aspiration to become a developed nation by creating a united country, infused by living in a society that is caring, economically just and equitable (Vision 2020, 2008). In order to achieve Vision 2020, the government has been promoting and highlighting the crucial role of Corporate Social Responsibility (CSR) as a contributing factor to the country's growth. This is because CSR lays the

foundation for the organisation to help improve social well-being while achieving their economic objectives. The involvement of the organisation in improving the society is key to developing a caring society.

Malaysia was reported to be at the phase of Corporate or Global Citizenship '*Journeyman*' in the country rating system for a continuous progress in meeting their global citizenship responsibilities, yet was still lacking in demonstrating a strong commitment to their implementation (The Global Citizens' Initiative TGCI Report, 2015). This is because companies in diverse industries are intensely focusing on their business profits with global corporate citizenship in order to achieve viable sustainability in the current global economy.

According to the newly released 2016 PWC Global CEO survey, 64 percent of CEOs say that "corporate social responsibility (CSR) is core to their business rather than being a stand-alone program". Therefore, CSR has become a norm in an organisation's strategy to remain competitive and to be more efficient in the global marketplace. Bellringer et al. (2011) also found that a prominent reason for the poor reporting was that the organisational sustainability information was produced mainly for internal stakeholders.

Moreover, CSR is recognized as a widely accepted ideal business strategy that is practiced by most companies to create economic value, enhance reputation, generate competitive advantage and contribute business results. Companies coordinate interdependent CSR programs associated with their business purpose, the values of their important stakeholders and the needs of the communities in which they operate across its CSR portfolio. There are numerous reasons underlying the organisation's motivations for engaging in socially responsible endeavours.

Today, CSR efforts are not only a concern for corporations but are also becoming a focus for institutions of higher learning. Rebelo and Gomes (2011) defined a learning organisation as a processor capacity within an organisation which enables it to acquire access and revise organisational memory, thus providing directions for organisational action (Lin, 2008). Higher Education Institution (HEI) is an important learning organisation which controls and induces the growth of the education sector. According to the Malaysia Industrial Productivity Database (MIPD) (2016), the growth of the education sub-sector is the result of the strong development of private education. It is proven that the number of private higher institutions increased by 2.8% to 496 institutions nationwide in 2016.

There is rapid growth in the education sector. However, there are still a few challenges that the private education sector is facing. The private university being studied in this study encounters difficulties in retaining their employees. Figure 1.4 shows that the annual employee turnover rates of the private university increased from 2012 to 2016. Although this private university shows an outstanding performance in its unique characteristics, it failed to retain its employees, thus affecting the growth of employees' productivity performance.

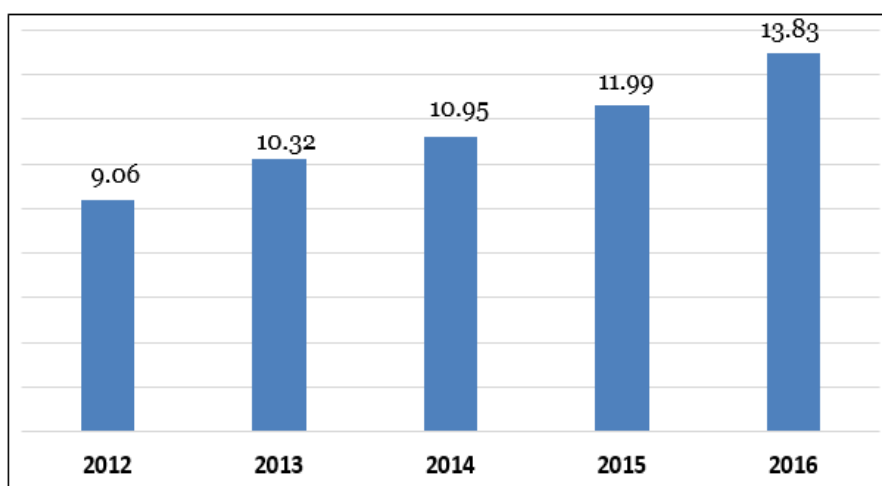


Figure 1.4: Annual Employee Turnover Rates of a Private University
(Source: Annual Attrition Report, 2012-2016)

A study by Timane and Tale Tushar (2012) revealed that CSR can be implemented for the employee retention. Private universities, through its involvement in CSR undertakings, will attract employees as well as improve the working attitude of employees (Young and Thyil, 2009). This improved attitude of employees shows a positive identification with an organisation, which will lead to employee retention. This can become the achievement of the organisation and also the growth of the nation. So, organisations play an important role in structuring efficient CSR initiatives that can change the attitudes of employees towards CSR. Efficient CSR structures can bring positive outcomes, such as employee performance (Huey Yiing and Zaman, 2009), commitment (Kim et al., 2010), satisfaction (Devinney, 2009), organisational citizenship behaviour (Chiang and Hsieh, 2012) and identification (Kim et al, 2010). Finally, the study considers how CSR structures of the private university influence the attitude of employees towards CSR in order to retain the employees in the organisation.

There are four gaps in CSR literature. Firstly, there are limited CSR studies in private education institution conducted in an Asian context (Borel et al., 2011; Naeem and Peach, 2011). So far, researches regarding CSR in Asian universities are limited. Furthermore, past CSR studies did not focus sufficiently on how the organisation handles the implementation of CSR. For example, Ahmad (2012) found that very few studies have been done in investigating how universities handle the development of CSR. Therefore, understanding the structure of how CSR is being integrated into the employees' performance expectation is important for an organisation to develop appropriate CSR policies and practices.

Secondly, the majority of studies focused more on CSR outcomes, such as commitment, loyalty, retention, organisational citizenship behaviour and employer image (Aguilera et al., 2007; Heslin and Ochoa, 2008; Wagner and Rush, 2000). Antecedents to CSR attitudes are under-researched. So far, organisation antecedents to

CSR attitudes are CSR compulsion, CSR association, CSR recognition, CSR involvement and CSR management support. The role of CSR recognition has been ignored despite Herzberg identifying recognition as a motivator. The types of CSR structure applicability in CSR for the private education context are not known.

CSR requires companies to look after the participation of stakeholder and take into account wider stakeholder interests, such as those of employees, customers, suppliers, shareholders, environment and society, to create shared value for business (The Sun Daily, 2016). Companies should establish identification with their employees to implement strategically valuable CSR structures (Kim et al., 2010). A study by Ali et al. (2010) confirmed that CSR structures have an influence on employee motivation and can strengthen the relationship between the company and its workers, leading to employee commitment.

Thirdly, the literature suggests that individual factors may play the role of moderating organisational factors and CSR attitudes. For example, an individual's value, such as altruism, is found to moderate community trust-knowledge sharing intention relationship in a study by Chen et al. (2014). Similarly, altruism has been reported to moderate relationships that are supported by CSR compulsion, CSR association, CSR recognition, CSR participation and CSR management. Its moderating role in CSR attitude context has not been explored. According to Wasko and Faraj (2000), altruism may work as a moderator if individuals have high knowledge sharing behaviour (attitude) because it shows that individuals are willing to contribute to society. Hence, the possible moderating role of altruism in CSR attitude context needs to be studied further.

Fourthly, the direct outcomes of CSR reported so far include organisational commitment and organisational citizenship behaviour. The interrelationship among the outcomes has not been studied sufficiently. The theory of planned behaviour (TPB) proposes that attitude leads to intention while social identity theory (SIT) proposes that organisational identification leads to positive outcomes, such as commitment and organisational citizenship behaviour. The link between intention and organisational identification is not known. So, there exists a gap in literature to study if intention leads to organisational identification and how these outcomes are linked to eventually result in organisational citizenship behaviour. Understanding the links are important for an organisation to introduce interference programs to bring about the desired outcomes.

In short, the antecedents of organisation initiative to CSR attitude in the private education context are unclear. So far, antecedents of organisation initiative identified by Kim et al. (2010) include CSR compulsion, CSR recognition and CSR management support. Its applicability in the private higher education context is unknown.

1.5 Research Questions

This study seeks to answer the following questions:

1. What are the antecedents of CSR attitudes?
2. Do altruism moderate an organisation's CSR structures and CSR attitudes?
3. What are the interrelationships of CSR outcomes?

1.6 Research Objectives

Consistent with the problem statement, this research seeks to achieve three research objectives. Mainly, the research is undertaken to understand how Corporate Social Responsibility (CSR) structures influence employees' attitude towards CSR in the private university being studied.

Specifically, this study intends to achieve the following objectives:

- 1) To assess if the organisation's CSR structures (CSR compulsion, CSR association, CSR recognition, CSR involvement and CSR management support) and individual factor (altruism) influence CSR attitude.
- 2) To evaluate if altruism moderates organisation CSR structures (CSR compulsion, CSR association, CSR recognition, CSR involvement and CSR management support) and CSR attitude.
- 3) To analyse how outcomes of CSR attitude, which are CSR participation intention, organisational identification, commitment and organisational citizenship behaviour, are interrelated.

1.7 Significance of the Study

This research has both theoretical and managerial significances. This section explicitly discusses how the study provides significant contributions to each of the two areas.

1.7.1 Theoretical contributions

This study provides three theoretical significances to CSR literature. Firstly, it provides evidence of the applicability of social identity theory (SIT) in CSR attitude context. SIT proposes that greater self-enrichment motivates employees to identify themselves with their organisation (Hogg and Terry, 2000) and in such a way, fulfil their need of belonging (Turban and Greening, 1997). It has been found applicable in explaining CSR compulsion, CSR association, CSR recognition, CSR involvement and CSR management support because this study further extends SIT in CSR attitude context to identify the relationship between CSR structures and the attitude of employees towards CSR.

Employees are highly likely to be too proud to identify with organisations that have high perceived external prestige from outsiders (Ashforth and Mael, 1989; Dutton et al., 1994; Gavin and Maynard, 1975; Maignan and Ferrell, 2001; Kim et al., 2010). Therefore, a positive relationship likely occurs between employee attitude, CSR participation intention and employee's identification with the organisation. The link between CSR participation intention and organisation identification has been under-researched. Hence, using this theory in the Malaysian employees' context provides additional empirical evidence on the usefulness of this theory.

Secondly, the study provides the applicability of the theory of planned behaviour (TPB) in the CSR context. TPB (Ajzen, 1985) provides a useful model for identifying involvement targets because it proposes a number of potentially modifiable determinants of intention. TPB proposes that attitude leads to intention. The intention is determined by three independent cognitions: attitude, subjective norm and perceived behavioural control. In this context, CSR attitude is assessed to test if it influences CSR participation intention. Providing empirical evidence on attitude–intention relationship is important in CSR studies to understand if intention should be included in the future framework. Therefore, it is rational decision-making that posits that intention is determined by attitude (overall motivation to perform behaviour).

Thirdly, this study extends the model proposed by Kim et al. (2010) by introducing additional CSR structures variables, such as CSR compulsion, CSR recognition and CSR management support. On top of that, a moderator (e.g. altruism) is introduced between organisational structures and CSR attitude. The extended variables may provide a better understanding of how an organisation could manage the expectations of its employees on CSR structures, and improve their attitudes towards CSR and CSR participation intention.

1.7.2 Practical Contributions

There are three managerial significances. Firstly, the study provides ideas to managers on which organisation's CSR structures are effective in improving the attitude of their employees towards CSR. This information will be able to help managers structure their CSR program more effectively by changing their employees' CSR mind set through different structures (e.g. CSR compulsion, CSR association, CSR recognition, CSR involvement and CSR management support). The study also explores the outcomes of CSR, such as the attitude of employees towards CSR, CSR participation intentions, organisational identification, commitment and organisational citizenship behaviour. Managers can use these CSR outcomes to build a case for allocating consistent funds to CSR activities in the company budget since CSR activities are beneficial in engaging and retaining employees.

Secondly, this study also benefits the government. This study could provide information to serve as guidelines for the government to implement new policies related to CSR. The policies could list guidelines on the different types of CSR programs that could get tax incentives. Thus, it increases the organisation CSR structures and improves the corporate citizenship of companies in Malaysia. Besides

that, the government can take initiative to provide financial support to higher education institutions industry to run, control and perform CSR activities extensively.

Thirdly, the contribution of this study would be of interest to employees. It found to favour CSR programmes; those employees with high altruism might be given a flexible KPI to allocate higher weighting to the CSR component. On the other hand, those having low altruism may be allowed to allocate higher KPI weightage to their functional job. This will make employees feel more appreciated at work. Moreover, employees who show positive attributes towards CSR activities should be motivated and encouraged by giving salary increment, bonus or promotion, thus inspiring and boosting employees to participate and contribute consistently to CSR activities.

1.8 Definitions of Terms

To understand and clarify the terms used in the study, the following operational definitions have been defined.

Corporate Social Responsibility (CSR) is defined according to McWilliams and Siegal (2001) as an organisation's initiatives to engage in social well-being activities beyond the interests of the firm or requirement by the law.

Compulsion is where an employee participates in an Employee Volunteer Programs (EVP) because he or she feels it is likely or mandatory by their organisation (Zappala and McLaren, 2004).

Association is defined as an employee's perception of the character of the company related to societal matters (Kim et al., 2010).

Recognition is the consideration rewarded to the outcomes and to the action taken (attitude) (Brun, and Dugas 2008).

Involvement is derived from the term CSR participation in the study by Kim et al. (2010). Involvement is an extent of the employee's involvement in carrying out CSR activities or making decisions in them.

Management Support refers to an employee's belief on the degree of the manager's willingness to support the organisation's CSR activities and practices (Korschun et al., 2014).

Altruism is defined as a motivational state with the ultimate goal of increasing another's welfare (Batson and Shaw, 1991).

Attitude refers to the degree to which a person has a favourable or unfavourable evaluation or appraisal of the behaviour (Ajzen, 1991).

Participation Intentions is defined as the expectations of the employee that he or she will perform the prescribed behaviours when necessary (Grau and Folse, 2007).

Organisational Identification refers to a person who assumes a social identity when that person recognizes that he or she belongs to a social group and attaches emotional significance to that membership (Heere and James, 2007).

Employee Commitment is defined by Morgan and Hunt (1994) as a relationship commitment whereby an individual comes to think about their relationship with the organisation and that shows the individual's intention to maintain the relationship.

Organisational Citizenship Behaviours refers to an individual's flexible behaviour that is directly recognized by the formal reward system which promotes the efficiency and effectiveness of the organisation (Organ et al., 2006).

1.9 Structure of the Research

The structure of the study follows an arrangement of Chapter One until Chapter Six. Chapter One addresses the background of research. This chapter also outlines the problem statements, the objective of the research, the research questions and the significances of the research. In Chapter Two, a review of the literature and past studies pertaining to the variables in the study are discussed. Chapter Three contains the theoretical framework and the relationships between each variable in the study with the specific hypotheses statements. The research methodology is discussed in Chapter Four, alongside details of the statistical procedure taken to ensure the validity and reliability of the data. Then, the results and analysis of data collected are covered in Chapter Five whilst Chapter Six deals with the discussion of the results, conclusions, and recommendations.

1.10 Conclusion

This chapter has briefly discussed the background of CSR in Malaysia, an overview of CSR and the potential CSR structures which can lead to employee outcomes, such as CSR participation intentions, organisational identification, commitment and organisational citizenship behaviour. It has also elaborated the importance to understand the elements of altruism as the input to drive employees throughout CSR structures affect their attitude towards CSR. The problem statement, research objectives and significance of study have been discussed in this chapter. The next chapter reviews theories and previous studies done regarding CSR.

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