

**YANGON UNIVERSITY OF ECONOMICS  
DEPARTMENT OF COMMERCE  
Ph.D PROGRAMME**

**INTERNAL CORPORATE SOCIAL RESPONSIBILITY  
AND EMPLOYEE COMMITMENT IN PRIVATE BANKS**

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**MAY, 2017**

**YANGON UNIVERSITY OF ECONOMICS**  
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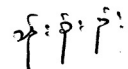
**Submitted in Partial Fulfillment of the Requirements for the  
Degree of Doctor of Philosophy (Ph.D) of the Department of Commerce,  
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**MAY, 2017**

**YANGON UNIVERSITY OF ECONOMICS**

**DEPARTMENT OF COMMERCE**

**Ph.D PROGRAMME**

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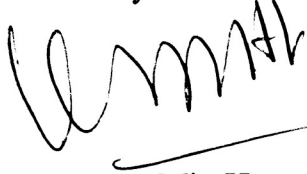
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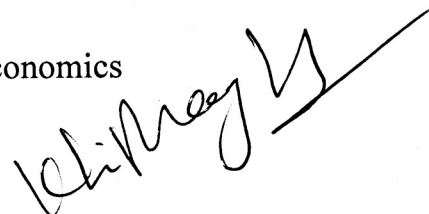
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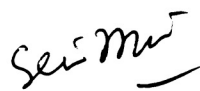
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## **CERTIFICATION**

I hereby certify that the contents of this dissertation are wholly my own work unless otherwise referenced or acknowledged. Information from sources is referenced with original comments and ideas from the writer him/herself.

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## **ABSTRACT**

The main objective of this study is to analyze the effects of internal corporate social responsibility practices on employee commitment in private banks in Yangon. Each of the five components of internal corporate social responsibility practices namely: compensation and benefits, training and development, health and safety, work-life balance, and employee autonomy were analyzed in relation to the three components of employee commitment: affective, continuance and normative commitment. This study then further analyzed the effect of employee commitment on their intention to stay in their respective banks. The primary data was gathered through the administration of self-completion questionnaire to 380 employees from ten private banks. Data analysis was conducted using SPSS software. With respect to the main objective, the study found that there was a correlation between internal corporate social responsibility practices and employee commitment. The study also found that employee from private banks would stick to their respective institutions as they were satisfied with their compensation and benefits package. On analyzing the moderating effects of demographic variables on the relationship between internal corporate social responsibility practice and commitment, the study found that gender has a moderating effect on the normative commitment and continuance commitment. It was also found that education level had a moderating effect on continuance commitment and normative commitment, position also had a moderating effect on all three components of commitment, and working experience did not have any moderating effect on all components of commitment. The study proved that affective commitment has been the most influential factor on employee intention to stay, followed by continuance commitment.

## ACKNOWLEDGEMENTS

Many people have contributed to carrying out of this dissertation. This dissertation could not have completed without their support. To each of them, I sincerely would like to express my gratitude.

First and foremost, I would like to really express my sincere gratitude to Prof. Dr. Khin Naing Oo, Rector, Yangon University of Economics, for her kind permission to submit this Ph.D dissertation. And also, I would like to express my special thanks to Prof. Dr. Tun Aung, Pro Rector, Yangon University of Economics, for his brilliant suggestions and comments throughout the various stages of this dissertation.

In addition, my grateful thanks are extended to Prof. Dr. Khin May Hla, Retired Pro Rector, Prof. Dr. Kyaw Min Htun, Retired Pro Rector, and Prof. Dr. Daw Hla Myint, Retired Head of Department of Management Studies, for their enthusiastic encouragement, suggestions and useful critiques of this dissertation. Also, I am deeply thankful to Prof. Dr. Yi Yi Maw, Pro Rector, Yangon University of Foreign Language for her contribution to my dissertation.

Especially, I am deeply indebted to my former supervisor Prof. Dr. Yee Yee Than, Head of Department (Retired), Department of Commerce, Yangon University of Economics for her fundamental role in my doctoral work. She provided me with every bit of guidance, assistance, and expertise that I needed during my doctoral work. In addition, my special thanks to Prof. Dr. Sein Min, Academic Director, Strategy First Institute, for his encouraging and supportive role throughout the process.

In particular, I owe a great debt of gratitude to my supervisor, Prof. Dr. Daw Soe Thu, Head of Department, Department of Commerce, Yangon University of Economics, for her valuable guidance and enthusiasms throughout the course of this work. She has shared her valuable knowledge and constantly encouraged me to accomplish this dissertation. Without her encouragement and assistance, my dissertation could not be completed.

I express my sincere thanks to Prof. Dr. Moe Moe Khaing, Head of Department of Management Studies and Prof. Dr. Maw Maw Khin, Head of Department of Statistics, for their insightful advices and valuable suggestions.

I express my sincere gratitude to Prof. Dr. Tin Tin Htwe, Department of Commerce, Prof. Dr. Nu Nu Lwin, Department of Management Studies, Prof. Dr. Myint Myint Kyi, Department of Management Studies and Prof. Dr. Mya Thandar, Department of Statistics, for their good opinions, excellent suggestions and invaluable comments for the improvement of this dissertation.

I am also grateful to Daw Khin Nwe Ohn, Associate Professor, Department of Commerce, Yangon University of Economics, Dr. Nay Min Aye, Associate Professor, Head of Department of Commerce, Thanlyin Co-operative University, Dr. Khin Malar Maung, Lecturer, Department of Commerce, Meiktila University of Economics, and Daw Khine Thinzar Lwin Lecturer, Department of Commerce, Yangon University of Economics, for their insightful advices and valuable suggestions.

I would like to extend my thanks to Human Resource Manager of the banks in which the survey is conducted, for their valuable help during the phase of data collection. My heartfelt thanks are due to all respondents of selected banks who took time away from their busy schedules to answer and return the questionnaire. The successful completion of this dissertation would not have been possible without their support and cooperation.

I would particularly like to thank the following friends for their support in data collection: Daw Phyu Phyu Thant, Assistant Lecturer, Department of Commerce and Daw Ei Ei Nyein, Assistant Lecturer, Department of Commerce, and all my students who gave their time for data collection. I wish to acknowledge my friends and colleagues of Department of Commerce for all the support, contribution and encouragement for the fulfillment of this dissertation.

Finally, it is my obligation to express my indebtedness and heartfelt gratitude to my loving parents and sister for their encouragement, guidance and sacrifice made throughout this dissertation as well as my life.

# TABLE OF CONTENTS

	<b>Page</b>
<b>Abstract</b>	i
<b>Acknowledgements</b>	ii
<b>Table of Contents</b>	iv
<b>List of Tables</b>	vi
<b>List of Figures</b>	viii
<b>List of Abbreviations</b>	ix
<b>Chapter 1    Introduction</b>	
1.1    Rationale of the Study	4
1.2    Objective of the Study	10
1.3    Scope and Limitations of the Study	10
1.4    Method of the Study	11
1.5    Organization of the Study	12
<b>Chapter 2    Theoretical Background</b>	
2.1    Corporate Social Responsibility	13
2.2    Internal Corporate Social Responsibility	15
2.3    Employee Commitment	41
2.4    Employee Intention to Stay	44
2.5    Review of Previous Studies	46
2.6    Conceptual Framework of the Study	51
<b>Chapter 3    Internal Corporate Social Responsibility in Private Banks</b>	
3.1    History of Banking Sector	55
3.2    The Regulatory and Supervisory Framework for Banking Sector	58
3.3    Internal Corporate Social Responsibility Practices of Private Banks	62



<b>Chapter 4</b>	<b>Analysis on Internal Corporate Social Responsibility and Employee Commitment</b>	
4.1	Research Design	72
4.2	Demographic Profile of the Respondents	76
4.3	Reliability and Validity Test	80
4.4	Employee Perception of Internal Corporate Social Responsibility	91
4.5	Effects of Internal Corporate Social Responsibility Practices on Employee Commitment	93
4.6	Moderating Effects of Demographic Variables on Employee Commitment	99
4.7	Effects of Employee Commitment on their Intention to Stay	118
<b>Chapter 5</b>	<b>Conclusion</b>	
5.1	Findings and Discussion	121
5.2	Suggestion and Recommendation	129
5.3	Needs for Further Study	131
<b>References</b>		
<b>Appendices</b>		

## LIST OF TABLES

<b>Table No.</b>	<b>Description</b>	<b>Page</b>
4.1	Population and Sample of Employee in Selected Private Banks	74
4.2	Variables in the Questionnaire	75
4.3	Respondents by Bank	77
4.4	Respondents by Gender	78
4.5	Respondents by Education Level	78
4.6	Respondents by Position	79
4.7	Respondents by Working Experience	79
4.8	Reliability Test	82
4.9	Compensation and Benefits	84
4.10	Training and Development	85
4.11	Health and Safety	86
4.12	Work-life Balance	87
4.13	Employee Autonomy	88
4.14	Affective Commitment	89
4.15	Continuance Commitment	90
4.16	Normative Commitment	91
4.17	Employee Perception on Internal Corporate Social Responsibility	92
4.18	Employee Perception on Employee Commitment	94
4.19	Effects of Internal Corporate Social Responsibility Practices on Affective Commitment	95
4.20	Effects of Internal Corporate Social Responsibility Practices on Continuance Commitment	97
4.21	Effects of Internal Corporate Social Responsibility Practices on Normative Commitment	98
4.22	Dummy Variables of Demographic Variables	100
4.23	Moderating Effects of Gender on Affective Commitment	102
4.24	Moderating Effects of Gender on Continuance Commitment	103
4.25	Moderating Effects of Gender on Normative Commitment	104
4.26	Moderating Effects of Education Level on Affective Commitment	106
4.27	Moderating Effects of Education Level on Continuance Commitment	107

4.28	Moderating Effects of Education on Normative Commitment	108
4.29	Moderating Effects of Position on Affective Commitment	109
4.30	Moderating Effects of Position on Continuance Commitment	110
4.31	Moderating Effects of Position on Normative Commitment	111
4.32	Moderating Effects of Working Experience on Affective Commitment	112
4.33	Moderating Effects of Working Experience on Continuance Commitment	114
4.34	Moderating Effects of Working Experience on Normative Commitment	116
4.35	Employee Perception of their Intention to Stay	118
4.36	Effects of Employee Commitment on their Intention to Stay	119

## **LIST OF FIGURE**

<b>Figure No.</b>	<b>Description</b>	<b>Page</b>
2.1	Conceptual Framework of the Study	53

## **LIST OF ABBREVIATIONS**

ABE	Association of Business Executive
ACCA	Association of Chartered Certified Accountants
BCP	Basel Core Principles
CBM	Central Bank of Myanmar
CEO	Chief Executive Officer
FIL	Financial Institutions Law
HR	Human Resource
HRM	Human Resource Management
ICT	Information Communication Technology
ISO	International Organization for Standardization
IT	Information Technology
KMO	Kaiser-Meyer-Olkin
MMK	Myanmar Kyat
NGOs	Non Government Organizations
OHS	Occupational Health and Safety
PSC	Psychosocial Safety Climate
SA	Social Accountability
SPSS	Statistical Packages for Social Science
U.S.	United States
USD	United States of America Dollar

# **CHAPTER 1**

## **INTRODUCTION**

Customer satisfaction has become one of the major determinants of business performance in recent years. However, in order to achieve the goal of customer satisfaction, employees also play a prominent role in most organizations. In other words, employee satisfaction has indirect impact on business success. Thus, the two phenomena, employee satisfaction and customer satisfactions are intertwined especially in service businesses. This is because satisfied employees are generally assumed to be committed and loyal to their organization and strive hard to provide customer satisfaction which could eventually contribute to company success.

In today's modern global environment of high intensive competition, sophisticated customers and changing industrial standards, the organizations tend to become more customers oriented. Thus, committed employees especially the front line employees play a greater important role in the struggle for business success. Hence the question of, how to foster and maintain employee commitment has become a major concern for all organizations like banks. Therefore, the banks need make substantial efforts to achieve employee commitment which has become an onerous issue to many business organizations. This situation is obviously relevant for private banks in Myanmar that are facing with high competitive pressure. Committed and skilled human resource is more important for satisfaction of customers in private banks. Therefore, private banks are continually seeking ways to appoint experienced employees and then, retaining them through appropriate procedures and incentives. Thus, all private banks in Myanmar are endeavoring to find out activities and actions that could lead to commitment and loyalty of their employees for their business success.

In any organization, employee commitment and loyalty are two important factors for organizational success. Commitment of employees is the degree to which an employee identifies with the organization and wants to continue actively participating in it (Nwestrom, 2007). Many researches point out that commitment of

employees improve employee performance and then achieve business success. The success of the business an organization mainly comes from committed employees and employee commitment in turn lead to customer satisfaction and is also main driver to get loyal customers. Commitment at workplace can take various forms and arguably has potential to influence organizational effectiveness.

In the past, external factors like unemployment rate, job availability, economy, and business opportunities drove employees to stick to a job rather than other factors such as higher pay and better prospects. However, whether employees remained with their organizations was due to job security has not been given any formal proofs. On the other hand, the changing environment causes many organizations to be downsizing, restructuring or transforming, creating an unsecure climate for the employees. Thus, it is a challenge for the organizations to get loyalty of the employees. Hence, most firms have their focus on encouraging and supporting the employee commitment rather than on long term job security. Organizations have used various means for improving commitment of their employees. Among them, internal corporate social responsibility practices are the key factors that promote employee commitment according to the found of many previous researches. However, whether this relationship holds true for banking organizations and their employees in Myanmar has become an area that requires research attention.

It is obvious that the internal resources of the firms especially employees or human resource play vital roles in achieving competitive advantages of the business. Thus, organizations invest significantly in the areas of attracting, recruiting, locating, training, providing attractive salaries, health care, and other fringe benefits in order to foster employee satisfaction and commitment. Attainment of a high level of organizational performance through productivity and efficiency has always been an organization's top priority. In order to achieve this, a highly satisfied workforce is an absolute necessity. Job satisfaction of the personnel and their commitment are two of important factors for organizational productivity and profitability (Eker, Tuzan, Daskapan, & Surenkok, 2004).

Employee productivity has always been an important topic among researchers and managers. Therefore many organizations are finding ways to improve employee productivity. In accordance with the human resource literature, one way to increase

productivity in most organizations is to increase employees' commitment. A better understanding of employee commitment and factors associated with it helps managers to guide the desired behavior of employees. Productivity can thus be enhanced with a higher level of employee commitment (Argyris, 1964).

Robert (2002) reported that compared to other industries, the banking industry has a higher workload and more stringent working hours for their employees to adhere with, which can be recognized as the major causes of the increase in employee turnover rate in U.S.. This high employee turnover has meant lower commitment of employees towards the organizations (Goleman, 1998). On the other hand, high commitment has been found to lead to positive organizational outcomes such as employee motivation, extra-role behavior and improved group and organizational performance. From time to time, the banking sector in Myanmar has experienced significant changes in structure, culture, and operations. The Myanmar banking sector is growing in terms of size and complexity. In addition, Myanmar local banks are going to face regional and international competition in the coming years with foreign banks bringing in their skilled staff. With the increase with number of multinational and private banks joining the Myanmar banking sector, vast opportunities as well as challenges could emerge. In terms of opportunity, these new banks can easily recruit a large number of experienced and qualified employees from the existing private and public banks by offering better reward packages. Hence, this can lead to a higher employee turnover rate in local banks.

Due to these external forces and industry changes, local banks require retaining effective human resources. Meanwhile the need for cultivating favorable organizational climate with corporate social responsibility practices has become more prominent as a source for increase of long-run competitive advantages of the bank. This means that sufficient internal corporate social responsibility practices towards employees are major concerns for the private domestic banks within the country.

Originating from the recognition of the increasingly important role and contribution of banking sector as well as the need for finding a suitable intervention policy on developing and maintaining human resources of banking sector, this study generally aims to provide a contribution to improvement of internal corporate social responsibility practices for employee commitment of private banks in Myanmar.



Firstly, this study identifies the employee perception towards internal corporate social responsibility practices of private banks, and then, analyzes which internal corporate social responsibility promotes employee commitment of private banks in Myanmar.

## **1.1 Rationale of the Study**

In every organization, employees are the most important intellectual resources for identifying whether the organization would succeed in the future. Due to the advancement of technology, people who are currently working in this society have high expectations on their work compared to the people in the past. Besides, employees have more job opportunities with offerings of better rewards packages by various types of business. Therefore, when they are not satisfied with the practices of their current organization, they have chances to move to another organization which is more attractive for them. This leads to the failure of some organizations due to the loss of talented and experienced employees. Hence, organizations need to offer not only favorable reward systems but also fulfill their employees' needs by internal social responsibility practices such as training and development, health and safety etc.

Corporate social responsibility can be defined as an ethical way of making money and respect of the community, environment, shareholders, employees, and other stakeholders. In addition, the practice of corporate social responsibility activities in an organization reflects how supportive the organization is to their employees, and thus it can be used as a guideline for organizations to measure the perception of the employees towards corporate social responsibility. Corporate social responsibility can be classified into two types; external and internal. External corporate social responsibility is concerned with to stakeholders outside the organization, while the internal corporate social responsibility pays attention towards the employee in the organization. The internal corporate social responsibility resembles with the conventional human resource management practices at a glance. However, it is different for the human resource management practices in essence.

Today, corporate social responsibility has become an important agenda in all types of businesses ranging from small to large. These organizations have started these initiatives for promoting their relationship with their customers, their employees, and the community at large. According to Fraser (2005), corporate social

responsibility is defined as a sustainable development which needs to be responsible not only to its shareholders but also for stakeholders like employees, customers, suppliers, and government and non-government organizations.

Social responsibility has become an important topic in today's business landscape. Corporations can no longer ignore the rising demand of their internal and external stakeholders regarding social responsibility and ethical issues. However, more and more corporations see this changing trend in social responsibility as opportunities rather than threats. Hence, they pay more attention on corporate social responsibility to upgrade their image.

The banking sector now plays a vital role in improving the social-economic well-being of the country through mobilizing funds from saving to investment, setting the price and value of financial assets, monitoring borrowers, managing financial risks, and organizing the payment system in the economy (Greenbaum, & Tahakor, 2007). Thus, the prosperity of the banking sector requires human resource interventions. The banking sector seems to be the most responsive industry to the emerging trend of corporate social responsibility. The banking sector is subjected to more diverse and complex stakeholders than any other sector of the economy (Achua, 2008). Banking sector needs to be socially responsible to build their reputation, which impact on the ability to attract high-quality employees (Achua, 2008) as well as on the employee intention to stay within organization. Undeniably, corporate social responsibility becomes prominent in building of corporate image among the various stakeholders of the banks including employees.

Numerous researchers on corporate social responsibility focused on external corporate social responsibility practices and their impact on the financial performance. In addition, ample research is available on effects of corporate social responsibility on employee commitment. Studies suggested that corporate social responsibility increases the employee commitment level within the organization, because corporate social responsibility interventions also include activities for the welfare and satisfaction of employees. Many other studies including Moskowitz (1972); Turban & Greening (1997); Albinger & Freeman (2000); Greening & Turban (2000); Backhuas, Stone, & Heine (2002); Peterson (2004) and Dawkins (2004) stated that corporate social contribution attracts motivated potential employees and improves

the commitment level of existing employees. Brammer, Millington, & Rayton (2007) noted that corporate social responsibility increased employee organizational commitment. Sharma, Sharma, & Devi (2009) discussed the role of human resource management as main contributor towards internal corporate social responsibility. Scott (2004) stated that corporate social contribution builds better reputation of organization in the society that helps in attracting new graduates.

However, there is little research which focused on employees' perceptions towards internal corporate social responsibility and the influence on their organizational commitment. Researchers relating employee behaviour and corporate social responsibility have suggested use of internal corporate social responsibility to build strong employee bond with organizations and to achieve better employees and organizational performance. Moreover, organizational commitments and internal corporate social responsibility are considered as a crucial success in the future.

Much of the literature pointed out that there are two different dimensions in corporate social responsibility namely internal corporate social responsibility and external corporate social responsibility, and identified the organizations that can exert more control on internal aspect of corporate social responsibility, mainly focusing on employee welfare, job design, working condition, employees development and several others. Mamic (2004) and Smith (1994) argued that employees prefer to work for corporations that are regarded as ethical and responsible. Employees are proud to identify themselves with organizations that have favorable internal corporate social responsibility practices.

In respect of corporate social responsibility practices, there are only very few empirical studies that have been conducted regarding internal corporate social responsibility and its implication on people working in organizations and the performance of organizations. Thus far, scholars are interested to investigate the impact of internal corporate social responsibility on employees and their particular work attitude. Although their findings sometimes produce mixed results on the relationship between internal corporate social responsibility and employee's attitude towards their work and organizations, most of the respondents found that there is a strong relationship between internal corporate social responsibility and employees' attitude towards organization, thereby contributing to improve organization's

performance (ALshbibel & AL-Awawdeh, 2011; Aguilera, Rupp, Williams, & Ganapathi, 2007; Al-bdour, Ellisha, & Soh, 2010; Lee, & Bruvold, 2009; Peterson, 2004).

In Myanmar's private banking sector, most of the researches on corporate social responsibility practices have less focus on the internal stakeholders such as employees. Therefore, there is a need to examine the effect of internal corporate social responsibility on this important stakeholder group-the employee. It is crucial to understand how employees respond to internal corporate social responsibility. Researchers have found that corporations that engage in social responsibility reap significant benefit. Employees are important stakeholders and they play a key role in organization success. Employee perceptions of the organization's ethics and social responsibility may influence their attitudes, commitment and performance, which in turn will have an effect on their organizations' performance. Therefore, research on the effect of corporate social responsibility on employees has been paid high attention in Myanmar.

Without adequate understanding of the impact of corporate social responsibility on employees' attitude, commitment and behaviour, wrong conclusions have been made regarding the utility or impact of corporate social responsibility. Corporate social responsibility activities may help to establish a bond between the organization and its employees. Maignan & Ferrell (2001) and Matten, Crane, & Chapple (2003) stated that most of the empirical studies tend to focus on limited aspects of corporate social responsibility such as cause-related issues or philanthropy. Therefore, it is not surprising that the concept of internal corporate social responsibility has been rather vague among researchers which may result in either an over or a under estimation of the impact of good internal corporate social responsibility on the attitude and behaviour of the workforce and ultimately corporate performance.

In addition, Jahmani (1996) and Abu-Baker & Abdel-Karim (1998) stated that corporate social responsibility in developing countries is still in its initial stage. ALshbiel & AL-Awaedeh (2011), Al-bdour et al. (2010), and Campbell (2006) pointed out that there is an imperative need for conducting researches in developing countries on the relationship between corporate social responsibility activities and

organizational performance particularly on employees' attitude and behaviour. However, there are very few studies conducted in the past that focused on the relationship between employee perception and organizational commitment (Ali, Rehman, Ali, Yousaf, & Zia, 2010). Although many of the organization are concerned with the factors that caused the turnover of the employees in an organization and employees absenteeism, there is still lack of research that focus on the issue of employees' perception towards the organizational commitment in corporate social responsibility.

According to previous studies, internal corporate social responsibility increases the level of commitment of the employees to the organization which concerned with the welfare of the employees and their family as well (Al-bdour et al., 2010). According to Moskowitz (1972); Backhaus, Stone, & Heine (2002); Peterson (2004) and Dawkins (2004), contribution of corporate social responsibility to the community will increase employee motivation in performing their task due to their pride in associate with organizations that care 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 society.

Even though there are a few studies which were conducted in Myanmar concerning corporate social responsibility (Han Myar Win Swe (2013); Nandar Aung (2013); Su Myat Hla (2013); Zaw Min Latt (2012)), the studies merely focused on external social responsibility practices on selected companies in Myanmar. Their findings are mainly related to exploring and describing the behaviour of organization towards corporate social responsibility. Although they provide much descriptive statistical data and empirical evidence on organization corporate social responsibility practices, there are still some limitations in the field of internal corporate social responsibility and employee commitment to their organization particularly in private banks in Yangon.

Therefore, the main rationales of the current study are:

- (1) There are almost no studies which examine how different employees perceive the internal corporate social responsibility practices of private banks in Myanmar.

- (2) Most previous researchers focused on investigating and describing corporate social responsibility practices but the relationship between internal corporate social responsibility practices and employee commitment in private banks of Myanmar has not yet been explored.

This lack of empirical evidence from developing countries and unexplored relationship between internal corporate social responsibility practices and employee commitment of private bank is the major gap which requires significant research attention. The current study is justified and a model of the relationship between internal corporate social responsibility and employee commitment should be developed and tested by using the empirical data from Myanmar. This study, therefore, investigates the relationship between internal corporate social responsibility and employee commitment to organizations in the context of Myanmar private banking sector.

In summary, the relationship between internal corporate social responsibility and employee commitment to their organizations has not yet been explored in developing countries like Myanmar. Majority of private banks in Myanmar currently tend to accept the importance of internal corporate social responsibility in relation to employee commitment to their organization. Therefore, they are interested in practicing internal corporate social responsibility activities. This can be seen in the vision, mission and value statement of the banks. For example, Kanbawza Bank Ltd precisely state that it guarantees fair and socially responsible employment conditions as well as pleasant work environment. All employees enjoy the same occupational opportunities and chances for promotion. In their dealings with one other, employees respect the dignity, individuality and diversity of each and every colleague. Most of the bank tends to give more emphasis on external aspect of corporate social responsibility. However, some banks with large numbers of employees are practicing internal corporate social responsibility.

It can be seen that insufficient investment in internal corporate social responsibility activities, attitude and behavior of employees may lead to negative results. This may lead to poor employee commitment to their organizations and negative impact on the employee intention to stay in private banks. Thus, the current study expects to provide comprehensive and clear information on how well internal

corporate social responsibility practices are relevant for commitment and loyalty of current employees for improving the performance and thus on competitive advantage of local banks.

## **1.2 Objective of the Study**

The main objective of this study is to analyze the effect of internal corporate social responsibility on employee commitment in private banks in Yangon. To achieve the main objective of the study, various specific objectives are defined for the current study. The specific objectives are as follows:

1. To identify the employee perception of internal corporate social responsibility practices of private banks in Yangon.
2. To analyze the effect of internal corporate social responsibility practices on employee commitment in private banks in Yangon.
3. To analyze the moderating effects of demographic variables on the relationship between internal corporate social responsibility and employee commitment of private banks in Yangon.
4. To analyze the effect of employee commitment on their intention to stay in the banks.

## **1.3 Scope and Limitations of the Study**

The role of internal corporate social responsibility has become an important driver for increasing employee commitment. Better organization effectiveness can be maintained when it keeps employee satisfied and productive. The scope of the study is limited to internal corporate social responsibility practices. It covers practices such as compensation and benefits, training and development, health and safety, work-life balance, and employee autonomy. There are other factors which may relate to employees' satisfaction and commitment directly or indirectly but they are beyond the scope of the study.

Although the current study offers some new insights about internal corporate social responsibility, there are several limitations to be acknowledged in the current study.

First of all, one important limitation may be the employee responses on the questions. Some employees may be confused with the questions asked in the study. Although a pilot test and revision to the questions had been made, some employees still cannot comprehend what the question filling.

Secondly, financial and time constraints are other limitations of the study. Due to the time constraints, the sample size had been small because considerable time had been required to collect the sample data. Thus, only ten banks had been selected in the study. However, the sample size meets the requirement for analysis although the sample size may not be representative to the whole banking sector. The respondents' opinion could not accurately represent the employee perception for the whole population in the private banking sector of Myanmar.

Another important limitation is the data collection method. The study used only the survey method with questionnaire. This would limit some important information because of the limited responses to the questionnaire. Thus, the study supplemented with interview method to collect more accurate and reliable information regarding the perceptions.

Another limitation may be that the study did not explore the ethnic group although the banking sector engages different ethnic employees. Thus, different perspective on internal corporate social responsibility practices by different ethnic should be considerable.

#### **1.4 Method of the Study**

The study is quantitative research nature. This study uses both descriptive and empirical analysis to arrive at conclusion and recommendation. The main focus of the study is domestic private banks in Yangon. Thus, the study use two-stages sampling: first stage is selecting banks and second stage is selecting employees. According to Central Bank of Myanmar Report (2015), there are 24 domestic private banks in Myanmar and the head offices of these banks are located in Yangon Area. As the first stage of the sampling, out of 24 banks, ten domestic private banks with large number of employees are only selected as the sampling unit for the study. In the study, the sampling units are head offices of the banks and the data are collected from these head offices.



As the second stage of sampling, 380 respondents are proportionately selected from each bank. Here, the sample size is determined by Krejcie & Morgan (1970) (shown in Appendix A). Respondents include both executive and non-executive level employee. The study mainly uses the primary data regarding the internal corporate social responsibility practices and commitment level. Then, the data is collected by administering the self-completion questionnaire. The data is collected from 2016 July to August. After that, the data is analyzed using descriptive statistics and inferential statistics. Secondary data is obtained from literature reviews of previous study in this field, periodic reports and articles, statistical data issued by government agencies and private organizations, and the Internet.

## **1.5 Organization of the Study**

There are five chapters in this study. Chapter one consists of rationale of the study, objective of the study, scope and limitations of the study, method of the study and organization of the study.

Chapter two provides theoretical background of the study including corporate social responsibility, internal corporate social responsibility, employee commitment, employee intention to stay, review of previous studies, and conceptual framework of the study.

Chapter three presents a brief introduction to the history of the banking sector in Myanmar. The regulatory and supervisory framework for banking industry is discussed from secondary data. The internal corporate social responsibility practices in private banks are also discussed.

Chapter four relates to the main analysis of the study, including the effect of internal corporate social responsibility on employee commitment. Before the presentation of the main analysis, descriptive analysis and regression analysis are presented.

Chapter five entails the conclusion of the study. In the first part of the chapter, the findings and discussion are presented. Then, suggestion and recommendation are presented in second part. The chapter ends up with needs for further study relating to this topic.

## **CHAPTER 2**

### **THEORETICAL BACKGROUND**

The importance of corporate social responsibility has become an important issue for banks to address because of major corporate scandals in the beginning of this century, for example, Bank of Credit and Commerce International (BCCI), Clear stream Banking S.A.. The scandals have resulted in a slide in the level of trust the banks used to enjoy. Henceforth, banks have begun to realize that a successful business is concerned not only with the economic aspects of organizational activity (e.g. profitability and growth) but also with the “actions that appear to further social good, beyond the interests of the firm, and those that are required by law” (McWilliams, Siegel, & Wright, 2006).

Corporate social responsibility involves both internal and external practices for the banks. Internal corporate social responsibility practices refer to corporate social responsibility practices which are directly related with the physical and psychological working environment of employees (Turker, 2009). It is concerned with the health and well-being of employees, employees training and participation in the business, equality of opportunities, work-family relationship (Vives, 2006). On the other hand, external corporate social responsibility refers to corporate socially responsible for local community, business partners such as suppliers, customers, public authorities, NGOs representing local communities, and the environment by means of philanthropy, volunteerism and environment protection.

#### **2.1 Corporate Social Responsibility**

The definition of corporate social responsibility does not come in the form of a single conclusive definition even though in theory and practice there were many detailed discussion with regard to the concept of corporate social responsibility. In general, corporate social responsibility refers to making business decision associated with ethical values, compliance with legal requirements, and respect for people,

communities and environment. In this light, there is a tendency for corporate social responsibility to be seen by consumers as the obligations that businessmen took in the course of running their business, forming policies, making decisions, or toeing those lines of action. In addition, all these business dealings must conform to the objectives and values of the target society at large (Bowen, 1953). In contrast, Frederick (1960) differentiated corporate social responsibility as the social responsibility which molded public opinion in the regard of society's economic and human resources and at tendency to consider the resources for a wider social ends and not merely limited to the interests of private persons and firms. Similarly, Friedman (1962) focused on the sole social responsibility of a business that uses its resources and participates in profits-oriented activities while being governed by set rules and engaging in open, just and free competition. That is both the means and the ends must be morally justified.

Jones (1980) argues that corporate social responsibility is the perception that corporations have an obligation to groups in society other than stockholders and beyond that prescribed by law and union contract. Another definition is from Kotler & Lee (2005), who defined corporate social responsibility as "a commitment to improve community well-being through discretionary business practices and contributions of corporate resources".

The World Business Council for Sustainable Development (2002) defines corporate social responsibility as "the commitment of the company to contribute to the sustained economic development by working with employees, their families, the local community, and the entire society in order to improve life quality". Wood (1991) has defined corporate social responsibility as "a business organization's configuration of principles of social responsibility, processes of social responsiveness, and policies, programmes, and observable outcomes as they relate to the firm's societal relationship".

Adding on to the definition from the social perspectives, Baker (2003) maintained that corporate social responsibility concerns the way companies manage their business processes which positively affect society aligned to the business. Kok, VanDer, McKenna, & Brown (2001) defines corporate social responsibility as "the obligation of the firm to use its resources in ways to benefit society, through committed participation as a member of society, taking into account the society at

large, and improving welfare of society at large independently of direct gains of the company”. Similarly a World Bank (2002) described corporate social responsibility as the businesses’ obligations to provide renewable economic development through cooperation with employees, their families, the local community and society in a manner that enhances their livelihood and consequently leads to beneficial business and development. However, for this study the definition from Turker (2009) is adopted. Turker (2009) defined corporate social responsibility as corporate behaviours, which aim to affect stakeholders positively and go beyond its economic interest.

## **2.2 Internal Corporate Social Responsibility**

Corporate social responsibility has certainly brought many improvements to the business world, especially in various practices related to the environment and also issues pertaining to discrimination and abuse in the work place. Basically gaining popularity of corporate social responsibility is due to the fact that it is related to the well-being of all stakeholders in the organization specifically in the area of human resources (Fuentes-Gracia, Nunez-Tabales, & Vero-Herradon, 2008). In terms of work documentation, ISO 26000 prioritizes the creation of jobs, wages and other compensation paid to employees as a measure of performance to employees also for organizations economic and social well-being. In the real-life world of the organization, the focus with regard to corporate social responsibility had always been on external corporate social responsibility practices. This is proved by a review of past literature which revealed that most researches have focused on external aspects; consequently, less attention is being focused on internal corporate social responsibility (Cornelius, Todres, Janjuha-Jivraj, Woods, & Wallace, 2008). Therefore it is not surprising that the concept of internal corporate social responsibility is rather vague among researchers.

Meanwhile, ISO 26000 (2006) has decided to launch the development of the International Standard named ISO 2600. This standard on social responsibility aims to provide a practical guidance related to fulfilling social responsibility, identifying and engaging with stakeholders, and enhancing the credibility of reports and statements on social responsibility for the benefit of all organizations. In the context of internal corporate social responsibility, ISO 26000 provides a useful guideline for companies

to respect and recognize human rights, employment and employment relationships, conditions of works and social protection, social dialogue, health and safety at work as well as human development.

Similarly in Malaysia, Bursa Malaysia (2006) produced a corporate social responsibility framework for companies listed on the exchange. However, this framework is voluntary and had its focus on four dimensions of corporate social responsibility, namely marketplace, workplace, environment, and community. That is, it acts as a guideline to enable companies to better understand and implement corporate social responsibility into their businesses, and also to encourage them to publish corporate social responsibility reports on a voluntary basis. Hence, to encourage the understanding and participation of companies into internal corporate social responsibility, Bursa Malaysia has selected eight key dimensions: employee involvement, workplace diversity, gender issues, human capital development, quality of life, labor rights, human rights, and health and safety.

Another monitoring body, SA8000 has introduced the Social Accountability 8000 (SA8000) in 1999. Incidentally, SA8000 has its roots on principles of international human rights norms as described in International Labor Organization conventions, the United Nations Convention on the Rights of the Child and the Universal Declaration of Human Rights. It functions by measuring the performance of companies in eight key areas: child labor, force labor, health and safety, free association and collective bargaining, discrimination, disciplinary practices, working hours, and compensation.

Actually corporate social responsibility is no new concept to business practices. Spiller (2000) added to the literature on corporate social responsibility by recommending a new integrated model of ethical business which included an ethical scorecard performance measurement technology based on international ethical investment criteria and case studies of businesses rated highly by ethical investors. The advantage of this model and scoring system is that it serves as a basis for international benchmarking of the ethical business to assist investors, managers and researchers. In the study, he identified ten key ethical business practices related to the six main stakeholder groups: community, environment, employees, customers, suppliers, and shareholders. With regard to internal corporate social responsibility

practices to employees, the ethical business pertain to fair remuneration, effective communication, learning and development opportunities, fulfilling work, a healthy and safe work environment, equal employment opportunities, job security, competent leadership, community spirit, and social mission integration.

In order to clarify how companies had been carried out corporate social responsibility practices, Vuontisjarvi (2006) conducted a secondary research to pinpoint the most common employee-focused policies and practices. The study that used annual reports of 205 largest companies in Finland, found that the most employee-focused policies and practices are training and staff development, pay and benefits, participation and staff involvement, values and principles, employee health and well-being, measurement of policies, employment policy, security in employment, equal opportunities (diversity) and work-life balance.

Maignan & Ferrell (2004) developed questionnaire to six corporate social responsibility practices namely; community responsibilities, environmental responsibilities, employee responsibilities, investor responsibilities, customer responsibilities, and supplier responsibilities. Concerning with corporate social responsibilities to employees, his measures focused on employees fairly and respectfully regardless of gender or ethnic background, treatment to all employees with fair salaries provision of support to all employees who want to pursue further education, helpful all employees to balance their private and professional lives, and incorporating the interests of all employees into business decisions.

Since then, several researchers had attempted to advance corporate social responsibility theory as well as its measurements. To investigate actual corporate social responsibility practices related to five different stakeholder groups, Lindgreen, Swann, & Johnston (2009) develop an instrument to measure those corporate social responsibility practices in the U.S. Employees selected seven items as indicators for corporate social responsibility practices related to them. They are support for employees who wish to pursue further education, procedures that help to insure the health and safety of employees, fair and respectful treatment to employees regardless of gender or ethnic background, arrangements to employees to balance their private and professional lives, incorporating the interests of employees in business decisions,

provision of employees with salaries that commensurate with their work and fairly reward them for excellent work.

To measure corporate social responsibility in terms of the expectations of various stakeholders, Turker (2009) also conducted a research and come out with a new scale. His study involved 269 business professionals working in different profit-oriented organizations and sectors in Turkey. The finding recommended a new scale to measure corporate social responsibility using social and non-social stakeholders' component. He proposes eight items for employees in corporate social responsibility namely; quality of employees' lives, safety and health, work-life balance, equal opportunities, fair managerial decisions related to the employees, employees' needs and wants, company policies that encourage the employees to develop their skills and careers, company support for employees who want to acquire further education.

This study adopted Turker (2009) definition of internal corporate social responsibility. He defined internal corporate social responsibility as corporate social responsibility activities which are directly related to the physical and psychological working environment of employees. Therefore, this study focuses only on five dimensions of internal corporate social responsibility, specifically compensation and benefits, training and development, health and safety, work-life balance, and employee autonomy.

Pervious academic researches and Business and Civil Society norms omitted a specific number of internal corporate social responsibility dimensions, for example, some used ten dimensions (Spiller, 2000) while others employed different quantities such as eight dimensions (Turker, 2009), and four dimensions (Vives, 2006). Based on the above discussions, this study selected these five dimensions based on the fact that these dimensions are the fundamental dimensions often used by previous studies.

However, the analyses of all the internal corporate social responsibility dimensions and their measurements in previous studies have found to be overlapping among some of the dimensions across the selected studies. Examples of overlapping dimensions are work-life balance used in internal corporate social responsibility studies in different concepts: fulfilling work, work-family relationship, helping employees to balance their private and professional lives, and quality of live. These

overlaps, which occur between variables are repetitive, and may create some potential problems during the data analysis.

### **2.2.1 Internal Corporate Social Responsibility Practices**

Even though there are a few studies which were conducted in Myanmar concerning corporate social responsibility, the studies merely focused on external corporate social responsibility practices in Myanmar. The five dimensions of internal corporate social responsibility selected in this study are mainly indicators of corporate social responsibility practices to employees by sample banks, and also they are fundamental dimensions that were being used by many previous studies. These five dimensions are explained below.

#### **(1) Compensation and Benefits**

Pay can be classified as one of the greatest investments an organization makes. 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 salary paid by the organization to their employees is high enough or satisfied by the employees, 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 (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 does not appreciate their contributions and is less committed to them. Hence, pay and recognitions is an important motivator when linked to specific performance factors.

Besides, 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 corporate social responsibility objectives into annual performance plan, job descriptions, and team goals exists. Furthermore, there is an increased likelihood corporate social responsibility will be viewed as important to the organization if its compensation interlaced by senior leadership has corporate social responsibility. Basically, certain HR practices will provide both instrumental and affective outcomes. Although benefits certainly have instrumental worth to employees, they may be an indicator of the organization's affective valuation towards its employees (Jack, Dennis, Angela, & James, 2007). Further, since many benefits are discretionary, employees should reciprocate with commitment (Eisenberger, Huntington, Hutchison, & Sowa, 1986).

In addition, pay and benefits is still the basis for choosing a new organization or for leaving the present one (David, 1999). According to survey population conducted by David (1999), benefits are as important as salary regardless of the types of respondents by marital status, age, or gender. Commitment significantly correlates to employees benefits. The kinds of benefits relates to employees commitment includes pension plans, stock ownership plans, profit sharing and cash bonus. Total compensation programme and internal pay equity are also drivers the employees' commitment to the organization. Kate & Masako (2007) reported that individuals

committed to their organizations either emotionally or economically. Identification with its goals and loyalty to the organizations is defined as emotionally committed employees, while those who are economically committed involve in a resource exchange with their organizations, for example, they have 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 is also supported by the study of Ron Zemke (2002): 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 & Ismail, 2008). The results of previous studies indicate that many different aspects of job such as pay, promotions and fringe benefits are associated with levels of satisfaction. Martinsons & Cheung (2001) reported that key sources of dissatisfaction information technology professional were their insufficient compensation and poor promotion prospects. For example, offering employees with lower compensation and less reward compared to the competitors for similar type of work can trigger employees' dissatisfaction which later promotes their intention to leave the organization. According to Kessler (1995), the supply of remuneration and benefits to staff could also be viewed as a strong control mechanism, but it is considered as the manner in which remuneration strategies used are able to contribute to the commitment, flexibility and quality of staff within an organization. Fair compensation practices are very important to achieve organizational commitment because 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 is happened when establish employees' compensation are cut. Signal of devaluation of employee contribution, a lack of employer support and concerns for employees are seemingly caused by compensation reductions. Direct cut in pay and benefits should weaken employee commitment. This means that these actions will diminish organizational commitment and corporate social responsibility's objectives (Jack et

al., 2007). Besides that, pay dissatisfaction has been found to significantly predict absenteeism and turnover (Lum, 1998). According to Huselid (1995), 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 & Michel (2008). So, it is expected that the higher the compensation and benefits, the lower the probability will be for an employee to leave the present organization. Thus, it reflects that employees are perceived positively on corporate social responsibility of the organization. Since compensation and benefits is one of the needs for majority employees, it is of imperative important to investigate whether employees are satisfied with compensation system and benefits for employees' commitment and their perception on corporate social responsibility in organizations.

## **(2) Training and Development**

It is known that qualified human resource is recognized as one of the key resources to its success in an organization. As a result training and development of employees who will be qualified resources has become an issue for every organization. In addition, recruitment, retention of capable and talented staff is fundamental to every business success (Bentley, 2006). It is important for an organization to provide a wide range of structured training programmes because it can increase the productivity by promoting full potential of all level of people within the organization. Training is directly related to the performance of the employees in an organization, and it also can improve individual and organizational performance thereby controlling to the achievement of its mission and performance goals. According to Brammer, Millington, & Rayton (2007), training may benefit the individual as well as the organization. Training 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 to training and development are very important for organization in order to achieve success. Once an organization has chosen a “correct” approach to develop their employees, the employees will be more efficient on performing their works. This is also a way to employee’s empowerment on which organization efficiency depends on. Competency-based approach is one of the approaches in training and development. The aim of organization providing 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 competency will help that person to act most efficiently when solving a certain problem (Latuha, 2010). The competency-based approach is an appropriate approach for training and development because there is a correlation between a competency and training for Executives (Latuha, 2010).

Besides training, 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. Especially, executive education programmes are to teach executives 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 on 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. Integrative approach is another approach to development. The integrative approach is emerged as the need for constant change. The response to a dynamic external environment requires a balancing of management styles and a reconsideration of the corporate training system perspectives. From integrative approach, it is important to diversify 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 viewed as one of the 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. 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. There is some evidence that shows many organizations are successful in gaining a profitable return after job-related training has been provided to their employees. This is obvious because employees are able to perform better after they have received necessary training, 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 in turn employees are more willing to put their 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 encourages creativity, ensure inventiveness and shape the entire organizational knowledge that promotes the uniqueness and differentiation. 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 (Vemic, 2007). Therefore, there is no doubt that it is very important for an organization to provide training and development programmes for their employees.

In addition, many sources in the business literature supported the hypothesis that the perceptions of training and organizational commitment are positively related, and also provided general support for a positive relationship between affective commitment and corporate investment in training. 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 capture the benefits of enriched working environment higher levels of employee's retention the productivity and performance.

A number of research studies also supported training and development are related with corporate social responsibility. Organization participation in training may be seen as both an investment and as a socially responsible activity (Brammer et al., 2007). In addition, training and development have a direct impact to employee perception on organizational commitment in corporate social responsibility. When organization fulfils their employees' expectations regarding corporate social responsibility, better work attitudes, greater productivity, and a decrease in turnover rate of employees can be achieved (Trevino, 2004). Hence, training and development have 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 organizational profitability.

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", 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. For the organizations which seldom provide their employees for training and development, the turnover rate is higher as compared to other organizations which provide training for employees annually.

In conclusion, it has shown that it is very important for organization to provide training and development to their employees because it is a worthwhile investment. Training and development will provide a lot of benefits which help business to run better, promote job satisfaction, and increase organization's profitability. At the same time, the training and development programmes will also affect the employee perception on organizational commitment in corporate social responsibility. Thus, organizations are encouraged to understand the expectation of employees on organizational commitment in corporate social responsibility. In other words, every organization is required to make sure that there is a training and development practice.

### **(3) 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. One may face a serious health problem if he or she is working in an unfavorable 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. Various conditions can be found in organization that affects employees' health, production, property, the environment and business continuance. These situations arise from everything 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 measures in order to minimize the risk of injuries exposure. Ethically, organization should have social responsibilities in protecting their employees from being exposed to dangerous working environment.

Since work is an important function in people daily lives and people are usually spending an average of eight hours a day in the workplace. The work environment should be healthy and safe. Many employees all around the world have a tendency to be 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, more often than not some organizations do not realize that they have legal and moral 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 (Erickson, 1996). Occupational health and safety covers the social, mental and physical well-being of the employees.

In the 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.

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-settings.

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 (Babichenko, & Babichenko, 2008; Gireetti, Carbonari, Naticchia, & De Grassi, 2009; Hernaus, Skerlavaj, & Dimovski, 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 of the importance of health, with a Chinese saying of health as 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.

In creating better work environment, it is also necessary to consider the psychology of worker. For this, researchers develop a new construct – Psychosocial Safety Climate which affects psychological working conditions and in turn psychological health and engagement that can be influenced by senior management. Psychosocial Safety Climate can be defined as policies, practices, and procedures for the protection of employee's psychological health and safety. 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. Organizational climate research that uses broad climate constructs has been criticized, due to the lack of specificity in predicting outcomes (Carr, Schmitt, 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, Psychological Safety Climate 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 regard to safety policy, practice, and procedures. There are two different lines of research have emerged: (a) safety climate is focusing on workplace climate, work systems and environment, and physical health outcomes; and (b) physical health outcomes and stress literature focus on psychosocial risk factors and psychosocial health outcomes. Besides, 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'. 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 one hand, and production processes and procedures on the other hand. 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, 2003).

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 which can resolve the problems associated with workplace health and safety automatically. On the other hand, health and safety is an important component of corporate social responsibility in which indirectly affects the reputation of the organizations to the public. Thus organization need to a plan to cultivate a positive image to public and to potential employees as well as to the investors.

According to World Health Organization (2007), it had clearly stressed the need for organizations to act socially responsibly in terms of promotion 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 are 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. Therefore, corporate social responsibility not only be regarded as various expressions of reactive adaptation by organizations to external pressures to act socially responsibly to promote employee health and well-being but also a good corporate social responsibility 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 mental health. Although employees may not have a physical illness when he or she feels that the jobs are very stressful it is sure to have certain impact on the mental health 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 aspect in any firm's corporate social responsibility 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, corporate social responsibility can be considered as an opportunity which uses to integrate occupational health and safety aspects into broader frameworks or also an opportunity to address occupational health and safety questions in compliance with the legislation.

#### **(4) Work-life Balance**

There is a wide definition of work-life balance, 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 other 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 (Bitner, Booms, & Mohr, 1994; Faulkner & Patiar, 1997; Karatepe & Uludag, 2007; Papadopoulou-Bayliss, Ineson, & Wilkie, 2001; Zohar, 1994). When the level of job stress is high, employees may feel that organization is less considerate to them and thus increasing turnover rate for the organization.

According to Thomas & Ganster (1995), work-life balance practices include a wide range of programmes. It includes flexible scheduling and work arrangements, family leave, employee assistance programmes, counseling services, child care services, and others. A number of organizations applied work-life balance policies as part of their primary effort to raise the organizational commitment on their employees (Glover & 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 schedule 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 organizations address work life balance issue of its employees (Grover & Crooker, 1995), and subsequently the commitment of employees towards the organization are promoted.

In addition, Valcour (2007) 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. Besides, work-life balance 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 researchers 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 wellbeing, and decreased work-family conflict and turnover intentions (Allen, 2001; O'Neill, Harrison, Cleveland, Stawski, & Crouter, 2009; Thompson, Beauvais, & Lyness, 1999).

According to Bird (2006), work-life balance 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 labor market. Most of the working mother is required to perform two jobs every day. In daytime, they work as employee in an organization. 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 working 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. 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 female labour force, 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 programmes (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 work-life balance is concerned for all sorts of 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 & Walker, 1989). Due to this development, the fields of work and family overlap, leading to a situation that is even more challenging organizations with the need for family supportive human resource management policies to their workers (Macey & Schneider, 2008). Thus stated from 1990s, work-life balance 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 work-life balance in their organization in order to increase the commitment between employees and them. Work- life balance has been also seen as an area that can affect employees' perception on organizational commitment in corporate social responsibility.

In this current society, work-life balance 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 perception and attitude towards work has changed and the awareness of work-life balance is increasing globally. Historically, work-life balance 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. 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, John, Keith, Christina, Nicolai, Story, & 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 trend is more prevalent western countries, but not in the current trend of Myanmar.

##### **(5) 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 under any situation. Individual is not told what he or she should be doing.

However, these individuals are to take in their own decisions and are held fully 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 is to be done including how fast they work the sequence to perform task, and inputs decisions which directly affect their work (Inkson, Pugh, & Hickson, 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. When there is lack of autonomy, it would turn out a negative outcome resulting the employee to feel pressurize or feel uncomfortable and thus lead to a poor performance and de-motivated to perform.

Autonomy has a positive relationship with motivation, performance, absenteeism, turnover rate and satisfaction (Hackman & Oldman, 1976). This can be explained as when an employee is giving 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, Kerschreiter, & Mojzisch, 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 & Oldhan, 1976; Sims, Szilagyi, & Keller, 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 different task elements over their own work having job autonomy.

Many organizations in today's world preferred teamwork in various job task completions. 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 even to 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 higher autonomy is usually more effective for strategies that 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 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 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 increase in motivation on employees. Employees are the one need their manager's encouragement and confidence for them to have good performance.

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. 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 necessary 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. Moreover, studies indicate large proportions of employees are more satisfied and work harder with an increased motivation when they perceived job autonomy (Becherer, Morgam, & Lawrence, 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 (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 (Creighton & Hodson, 1997; Whalley & Barley, 1997). In other words, these professionals require 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 factors affecting job autonomy which researches are looking into. According to Elden (1981) and Gardell (1977), they found that an employee with high degree of discretion in managing their own work 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 and have noticeably less job autonomy as compared to employees who are 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, some research classifies gender differences as one of the factors which affect job autonomy as well. Traditionally women did not work in the workforce what men did. Thus in many situations, decision catered more for men than women. However as time goes by, things have changed tremendously in which an increasing number of women are working in workforce where men did. The social culture and education level factors encourage women to work in the places where male workforce is dominated. These changes once did not give a pre-signal to the industrial to make sufficient changes in the corporate which may need years for the employees for adaptation. However, people still have the tendency for underestimation of the capabilities of women and thus women have less job autonomy as compared to men in any industry.

According to Jacobs (1989), certain working conditions do not look into occupational gender segregation. Nevertheless, organizations and labour market reject to the claim that they prefer hiring men as they are often assumed to have more stability in careers and employers may prefer single women compare to married women. This is because employers generally believe that a married woman cannot work as much as a single 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 labor market condition (Parcel, Toby, & Mueller, 1983; Stolzenberg, 1975; Wright, Costello, Hachen, & Sprague, 1982), employer discrimination (Reskin, Barbara, & Hartmann, 1986) and systems of social control (Jacobs, 1989). These factors created disadvantages' position in labor market and at the same time it creates inequality among them (Braverman, 1974). Notwithstanding, there may be 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, it asks whether an employee has the autonomy to choose a job that they are excel at than doing something they are lacking of knowledge and experience. 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 are adopted and implemented by the management. If the suggestions made for improvement are usually adopted for implementation, it can be said that employees has certain degree of autonomy to influence the decision making by the top management (Vroom, 1960).

### **2.2.2 Difference between Internal Corporate Social Responsibility and HRM Practices**

According to previous researchers, corporate social responsibility principles had been embedded into their daily operation in a number of companies. Some researchers agree with the benefits of corporate social responsibility for organizations. Corporate social responsibility can be a powerful way of adding value to a company and improving its competitive edge. Definition of corporate social responsibility has been developed by various researchers, it varies in different context. Corporate social responsibility is defined as treating the stakeholders of the firm ethically or in a responsible manner. Corporate social responsibility activities can be categorized into internal aspect and external aspect of corporate social responsibility. At first glance, most of the internal corporate social responsibility activities are the same with some HRM practices. Since employee group is one of the important stakeholders groups, the organization's corporate social responsibility often encompasses the issues relating to employees. This may lead to the coherent of corporate social responsibility activities with HRM practices. However, internal corporate social responsibility, in essence, is more than HRM practices. HRM practices actually meet only the

minimum statutory obligations: that is compliance with employment laws, minimum wages law, health and safety standards, etc. On the other hand, corporate social responsibility activities go beyond the purely economic and legal responsibilities of business firms (Boatright, 2012). These activities are not strictly controlled by law and regulations but the firms conduct in a socially responsible manner for the benefits of all stakeholders including employees. Clearly, stated in their vision, mission and value statement.

### **2.2.3 Benefits of Internal Corporate Social Responsibility Practices**

Corporate social responsibility has contributed substantially since internal corporate social responsibility focuses on employees; it builds strong bonding between an organization and its employees (Degli Antoni & Sacconi, 2013). Internal corporate social responsibility practices reduce the organization's operation costs and enhance its productivity (El-Garaihy, Mobarak, & Albahussain, 2014). Internal corporate social responsibility practices also increase employee motivation and satisfaction as employees are aware that their organizations are taking steps to ensure their well-being. This reduces employees' absenteeism and increase employees' performance. The intangible benefits arise from increased employees' motivation and satisfaction as a result if internal corporate social responsibility practices, give organization the competitive advantage in the agile business environment. Organizations could retain and sustained the talent workforce to create heterogeneity organization resource in the human resource perspective. The advantage creates a network of association, trust and reciprocity among the members of the organization, which can create an unbeatable workforce for it to sustain organizational performance and competitive advantage.

The involvement in internal corporate social responsibility activities above the regulatory obligations such as laws, professional codes and requirements organizations are lead to a wide range of benefits too. These benefits reduce the internal costs of organizations because they allow them to enhance the organization's ability by way of maintaining good levels of staff attraction and retention, increased and enhanced employee morale, which overall, increase performance of engaged employees (Ali et al., 2010). To simplify, internal corporate social responsibility practices create shared value between employees and organization (Porter & Kramer,

2011) and seeking win-win outcomes (Carroll & Shabana, 2010) with a direct positive impact on the organization productivity. This explain the reason for internal corporate social responsibility to be perceived as the powerful ‘internal marketing’ tool used to acquire and retain employees. This perception holds just as organizations succeed by fulfilling the needs of their employees by satisfying their needs through a competitive salary, reasonable benefits packages and job responsibilities. Thus, reduces employee turnover, whereby employee turnover typically costs organizations the equivalent of one to two times the salary of the departing employee (and up to two to three times the salary for executive positions), which can lead to enormous costs for organizations with high turnover (Mitchell, Schaap, & Groves, 2010).

## **2.3 Employee Commitment**

There are differing points of views on what is termed for employee commitment. Several studies define employee commitment as an attitude perspective of an individual possess (Mowday, Porter, & Steers, 1982; O’Reilly, 1989), while some other studies define employee commitment as a behaviour rather than attitude (Meyer & Allen, 1997).

More comprehensive definition of employee commitment was proposed by Porter, Steers, Mowday & Boulian (1974), in which the authors defined employee commitment as the concept that encompassed both behavioural and attitudinal aspects. 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.”

Based on their definition, employee commitment can be categorized into three components which are affective commitment, continuance commitment, and normative commitment. This study uses the employee commitment by this definition because employee commitment is necessary to have visible behavioural outcome on the organizations.

### **2.3.1 Affective Commitment**

According to Meyer & Allen (1997) affective commitment is “the employee’s emotional attachment to identification with, and involvement in the organization”.

Organizational members, who are committed to an organization on an affective basis, continue working for the organization because they want to (Meyer & Allen, 1991). Members who are committed on an affective level stay with the organization because they view their personal employment relationship as congruent to the goals and values of the organization (Beck & Wilson, 2000).

Affective commitment is a work related attitude with positive feelings towards the organization (Marrow, 1993). Sheldon (1971) also maintains that this type of attitude is “an orientation towards the organization, which links or attaches the identity of the person to the organization”. Affective commitment is the relative strength of an individual's identification with and involvement in a particular organization (Mowday et al., 1982).

The strength of affective organizational commitment is influenced by the extent to which the individual's needs and expectations about the organization are matched by their actual experience (Storey, 1995). Tetrick (1995) also describes affective commitment as “value rationality-based organizational commitment, which refers to the degree of value congruence between an organizational member and an organization”.

The organizational commitment model of Meyer & Allen (1997) indicates that affective commitment is influenced by factors such as job challenge, role clarity, goal clarity, and goal difficulty, receptiveness by management, peer cohesion, equity, personal importance, feedback, participation, and dependability.

### **2.3.2 Continuance Commitment**

Meyer & Allen (1997) define continuance commitment as “awareness of the costs associated with leaving the organization”. It is calculative in nature because of the individual's perception or weighing of costs and risks associated with leaving the current organization (Meyer & Allen, 1997). Meyer & Allen (1991) further state that “employees whose primary link is based on continuance commitment remain because they need to do so”. This indicates the difference between continuance and affective commitment. The latter entails that individual's stay in the organization because they want to.

Continuance commitment can be regarded as an instrumental attachment to the organization, where the individual's association with the organization is based on an assessment of economic benefits gained (Beck & Wilson, 2000). Organizational members develop commitment to an organization because of the positive extrinsic rewards obtained through the effort-bargain without identifying with the organization's goals and values.

The strength of continuance commitment, which implies the need to stay, is determined by the perceived costs of leaving the organization (Meyer & Allen, 1990). Best (1994) indicates that "continuance organizational commitment will therefore be the strongest when availability of alternatives are few and the number of investments are high". This argument supports the view that when given better alternatives, employees may leave the organization.

Meyer & Allen (1990) also maintain that "accrued investments and poor employment alternatives tend to force individuals to maintain their line of action and are responsible for these individuals being committed because they need to". This implies that individuals stay in the organization, because they are lured by other accumulated investments which they could lose, such as pension plans, seniority or organization specific skills.

The need to stay is "profit" associated with continued participation and termination of service is a "cost" associated with leaving. Tetrick (1995) support the profit notion by describing the concept continuance organizational commitment as "an exchange framework, whereby performance and loyalty are offered in return for material benefits and rewards". Therefore, in order to retain employees who are continuance committed, the organization needs to give more attention and recognition to those elements that boost the employee's morale to be affectively committed.

### **2.3.3 Normative Commitment**

Meyer & Allen (1997) define normative commitment as "a feeling of obligation to continue employment". Internalized normative beliefs of duty and obligation make individuals obliged to sustain membership in the organization (Meyer & Allen, 1990). According to Meyer & Allen (1991) "employees with normative commitment feel that they ought to remain with the organization". In terms of the



normative dimension, the employees stay because they should do so or it is the proper thing to do.

Wiener (1982) describes normative commitment as “the work behaviour of individuals, guided by a sense of duty, obligation and loyalty towards the organization”. Organizational members are committed to an organization based on moral reasons (Iverson & Buttigieg, 1999). The normative committed employee considers it morally right to stay in the organization, regardless of how much status enhancement or satisfaction the organization gives him or her over the years.

The strength of normative organizational commitment is influenced by accepted rules about reciprocal obligation between the organization and its members (Suliman & Iles, 2000). The reciprocal obligation is based on the social exchange theory, which suggests that a person receiving a benefit is under a strong normative obligation or rule to repay the benefit in some way (McDonald & Makin, 2000). This implies that individuals often feel an obligation to repay the organization for investing in them, for example through training and development.

Meyer & Allen (1991) argue that “this moral obligation arises either through the process of socialization within the society or the organization”. In either case it is based on a norm of reciprocity, in other words if the employee receives a benefit, it places him or her, under moral obligation to respond in kindness.

## **2.4 Employee Intention to Stay**

Anticipated turnover has gripped the attention of both academics and managers than intention to stay over the years (Martin, 2007). The bulk of research has been done on intention to stay. Nevertheless, this issue continues to be a serious problem affecting many organizations (Cho, Johanson, & Guchait, 2009). Turnover intention is defined as “the mediating factor between attitudes affecting intent to quit and actually quitting an organization” (Glissmeyer, Bishop, & Fass, 2008). Sousa-Poza & Henneberger (2002) define turnover intention as “the reflection of the probability that an individual will change his/her job within a certain time period”. For the purpose of this study, intention to stay is defined as “the degree to which an employee believes that he or she would stay at current organization in the future”. Therefore, the current study would measure the perceived probability of an employee

to stay with the organization to the foreseeable future periods. In the turnover literature, some researchers used synonymous concepts for turnover such as attrition, quit, mobility, exit, migration or succession (Yucel, 2012). Sager, Griffeth, & Hom (1998) classified turnover intention as a cognitive decision intervening between an employee's attitudes towards the organization and subsequent behaviour to either stay or quit the organization. Hence, employment aspects that shape employee's attitudes seem to be the source of propensity to leave the organization (Janssen, 1999).

Actual turnover and turnover intention are two distinct variables and should be measured separately. However, these two concepts have an intimate relationship because actual turnover is expected to increase as the turnover intention increases (Perez, 2008). This study will focus on turnover intention rather than actual turnover because turnover intention is easier to measure accurately as it is often used as the final outcome variable in similar studies (Lambert & Hogan, 2009). In addition, turnover records are sometimes not accessible to outside researcher and may not reflect sufficient information (Mitchell, Mackenzie, Styve, & Gover, 2000). Turnover is defined as "the individual movement across the membership boundary of an organization (Prince, 2001). There are two types of turnover, namely voluntary turnover and involuntary turnover. Voluntary turnover refers to an employee's choice to terminate the contract of employment with an organization. This happens when an employee chooses to leave the organization because of conflict, not fitting into the organizational culture, or finding alternative employment that offers more of what an employee is looking for in a job. Involuntary turnover refers to an employee's discharge by the organization. Some of the reasons for involuntary turnover include a decline in retrenchment, redundancy, career changes, or retirement. In most cases involuntary turnover is not avoidable (Thomas, 2009).

There is a substantial economic impact when employees leave an organization, especially given the knowledge that is lost with the employee's departure (Cho, Jahanson, & Guchait, 2009). According to Des & Shaw (2001), employers should strive to prevent employees from leaving the organization to avoid both direct costs and indirect costs.

According to Dalessio, Silverman & Schuck (1986), turnover intention is a more important stage than the actual act of turnover. This means that, if the sources of

turnover intention are understood better, the employer could possibly remedy the situation to affect the intention. Unfortunately, once actual turnover has been affected, there is little that the employer can do. However, Cho et al. (2009) implicitly assume that intention to stay and intention to leave are two sides of the same coin and are interchangeable since one cannot be studied without the other.

## **2.5 Review of Previous Studies**

In the past, many of the empirical studies related to internal corporate social responsibility were conducted by the previous researcher. Health and safety is very important in an organization because most of the employee spend approximately 8 hours every day for working. According to Al-bdour et al. (2010), the physical working environment provided for employees in an organization will directly affect the health and safety of employees and organizational commitment. The researchers emphasized on the importance of health and safety policy established by an organization to their employees because it is crucial issue in corporate social responsibility. Besides that, Kirti Dutta also stated that there is a significant link between the health and safety provided by an organization to employee and organizational commitment. Keraita, Oloko, & Elijah (2013) indicated that there is a positive correlation between the health and safety and employee commitment.

Furthermore, according to Brammer et al. (2007), training and development was used as an independent variable in determining how employee perceived the internal corporate social responsibility 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. Blundell, Dearden, & Meghir (1999) also asserted that the training and development programme is a kind of investment in human capital; it is a kind of internal corporate social responsibility and also the commitment of the organizations towards their employees. Keraita et al. (2013) indicated that there is a positive correlation between the training and development and employee commitment.

In accordance with the study conducted by Sunil et al. (2002), work-life balance is also a crucial factor in determining whether the organization is committed to its employees or not. Based on this research, there are various types of work-life balance activities being practiced in most of the Western countries, including flexible working hours, employee assistance programme, child care, job sharing, telecommuting and more. According to the research carried out by Al-bdour et al. (2010), work-life balance was widely being used as internal corporate social responsibility by using different concepts such as the well-being and satisfaction of employees on work, work-family relationship and a balance between private and professional life of employees. Work-life balance is mainly concern with investigating the perception of employees on how organizations have committed to them for their quality of life.

On the other hand, according to Samson (2010), compensation and benefits play an important role in retaining employees in an organization. The researcher found that compensation and benefits not only can attract new talented people to join the organization but also are considered as a kind of commitment from the organization. If provided sufficiently, they feel that they are accountable to the organization and it would become a motivator to use their full potential towards their work. In addition, in other studies, the researcher also emphasized that the compensation and benefit are major reason employee's intention to leave. This especially happens to employees when they are less satisfied with their pay and thus perceived that the organization is not committed to them (Christian & Michel, 2008).

Lastly, the researchers found that job autonomy has a positive relationship to the performance and can make the employees more capable towards the participation in jobs (Burn & 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 overall performance of the organization. This can be one of the steps that the organizations need to educate their employees to be participating in decision making of their job. In the research done by Lim (2007), the researcher stress that job autonomy is considered as an important determinant of job satisfaction and organizational commitment as well.

### **2.5.1 Review of Previous Studies on Demographic Factors and Employee Commitment**

Many researches are conducted to test the relationship between the employee commitment and demographic factors such as gender, education level, position and working experience. Here, mixed results are founded by various researchers.

A study by Mathieu & Zajac (1990) suggested that gender may affect employees' attitude towards the commitment to organization. In a study to find out the level of commitment of family and non-family businesses, Forkuoh, Affum-Osei, & Addo Yaw (2014) indicated that female employees were highly committed compared to their male counterparts. Abdul-Nasiru, Mensah, Amponsah-Tawiah, & Kumasey (2014) found that older employees show more commitment than younger employees with the organizations,

Educational level has also been found to be related to employee commitment to organization (Salami, 2008; Angle & Perry, 1981; Al-Kahtani, 2012; Streers, 1977). According to Mathieu & Zajac (1990), there is a strong relationship between educational level and organizational commitment. It is likely that workers with high educational qualifications occupy higher ranks and therefore have more responsibilities which invariably require more commitment to the organization (Salami, 2008) and that educational level may lead to high level of commitment (Amangala, 2013). Forkuoh et al. (2014) found that, employee who have certificates from first degree and lower level showed high committed compared to those with higher qualifications.

Vo Van Viet (2015) found that there was a moderate correlation between position hold and affective commitment. Stevens, Beyer, & Trice (1978), and Loui (1995) revealed a significant positive relationship between organizational commitment and job involvement. Jena (2015) found that the job level has a significant impact on the affective commitment and continuance commitment.

Working experience or long service in a particular sector may also lead to high level of commitment. According to Amangala (2013), length of service with the organization has an overwhelming influence on commitment. In the study of the faculty members of university by, Igbal (2011) length of service is highly significant and positively associated with organizational commitment. Abdul-Nasiru et al. (2014)

also found that employees having longer tenures show more commitment than the employees having shorter tenures with the organizations.

### **2.5.2 Review of Previous Studies on Internal Corporate Social Responsibility and Employee Commitment**

Lee & Bruvold (2003) conducted a research to examine the relationship between the perception of corporate social responsibility, job satisfaction, personality, and organizational commitment. The results indicate that corporate social responsibility contributes to increase job satisfaction and organizational commitment of employees.

Brammer et al. (2007) conducted a research to investigate the relationship between commitment and employee perceptions of corporate social responsibility within a model which draws on social identity theory. Specifically, the study examined the impact of three aspects of social responsibility on organization commitment: external corporate social responsibility (employee perceptions of corporate social responsibility in the community) and internal corporate social responsibility (procedural justice in the organization and the provision of employee training). The finding indicated that employees' perception of corporate social responsibility have a major impact on organization commitment. Furthermore, the result indicated corporate social responsibility is just as important in shaping organization commitment as factors like job satisfaction and the quality of managers. Lastly the result indicated that ethical treatment towards employees was found to be the most important aspect of an organization's corporate social responsibility, and it was rated as priority by female staff members.

Lo, Egri & Ralston (2008) conducted a research to examine the outcomes of social responsibility as practiced in both Chinese and American firms. The study concluded that social responsibility practices positively associates with job commitment in both Chinese and American firms.

Rettab, Brike & Mellahi (2009) conducted a research to examine the link between corporate social responsibility activities and three measures of organizational performance: financial performance, employee commitment, and corporate reputation

in emerging economies in United Arab Emirates. The results show that corporate social responsibility has positive relationship with employee commitment.

Al-bdour et al. (2010) conducted a research to investigate the relationship between internal corporate social responsibility and organizational commitment based on the social exchange theory (SET). The results from the current study indicate that internal corporate social responsibility (health and safety, human right, training and education, work-life balance and workplace diversity) practices are significantly related to employee engagement and commitment. Hence, internal corporate social responsibility practices may leads to employee's commitment.

ALshbiel & AL-Awawdeh (2011) conducted a research to explore the relationship between internal social responsibility and job commitment in Jordanian Cement Manufacturing Company. The results indicated a strong relationship with a statistically significance between the each and overall dimension of internal social responsibility (the organizational structure, administrative policies, change and innovation), and job commitment.

Keraita et al. (2013) conducted a research to examine influence of internal corporate social responsibility elements (training, safety, work-life balance, and workplace diversity) on employee commitment. The finding of the study showed that the four elements of internal corporate social responsibility practices correlated positively with employee commitment.

According to previous studies, organizational commitment is an imperative factor to consider by the organization. Among these organizational commitment factors, this study selects employee commitment as the important variable that derives from internal corporate social responsibility practices. Affective, continuance and normative commitment are considered as the factors underlying the employee commitment.

### **2.5.3 Review of Previous Studies on Employee Commitment and Intention to Stay**

Intention to stay is one of the most widely researched consequences of employee commitment to organization (Currivan, 1999). The justice literature is rooted in the notion that the consequences of organizational commitment have an

impact on the survival of the organization (Fedor, Caldwell, & Herold, 2006). Given the high costs associated with turnover, understanding the relationship between organizational commitment and turnover intention may prove useful (Schwepker, 1999). Stronger commitment to the organization normally discourages employees from leaving (Keller, 1984). Thus, committed employees will usually exhibit lower turnover intentions (Coetzee, 2005). When employees feel happy at work, a sense of commitment develops which in turn may lead to the intention to stay with the organization (Nipius, 2012). It is worth noting that the existing literature attests to this prediction (Yousef, 2000); a number of research findings confirmed that employee commitment to organization has a significant negative impact on turnover intentions (Becker, 1960; Chen, Hui, & Sego, 1998; Pare & Tremblay, 2007; Perez, 2008).

In the light of the arguments presented above, Yucel (2012) posits that an increase in levels of organizational commitment and reduction in level of turnover intention among the employees are desirable and they become the crucial issues for managers and organizations. Hence, organizational commitment contains important ramifications for both an employee and the organization as a whole (Martin, 2007).

## **2.6 Conceptual Framework of the Study**

Many foreign scholars addressed the relationship between social activities of an organization and its employee commitment to their organization. The aim of this study is to identify the current practical range of internal corporate social responsibility and its relationships with employee commitment. According to Weber (2008), the following benefits are derived from the practices of corporate social responsibility;

1. Positive effect on company's image and reputation.
2. Positive effects on employees' motivation, retention, and recruitment.
3. Cost saving, as a result of adopting and implementing sustainability strategy.
4. Revenue increases as a result of higher sales and market share.
5. Corporate social responsibility related risk reduction or management.

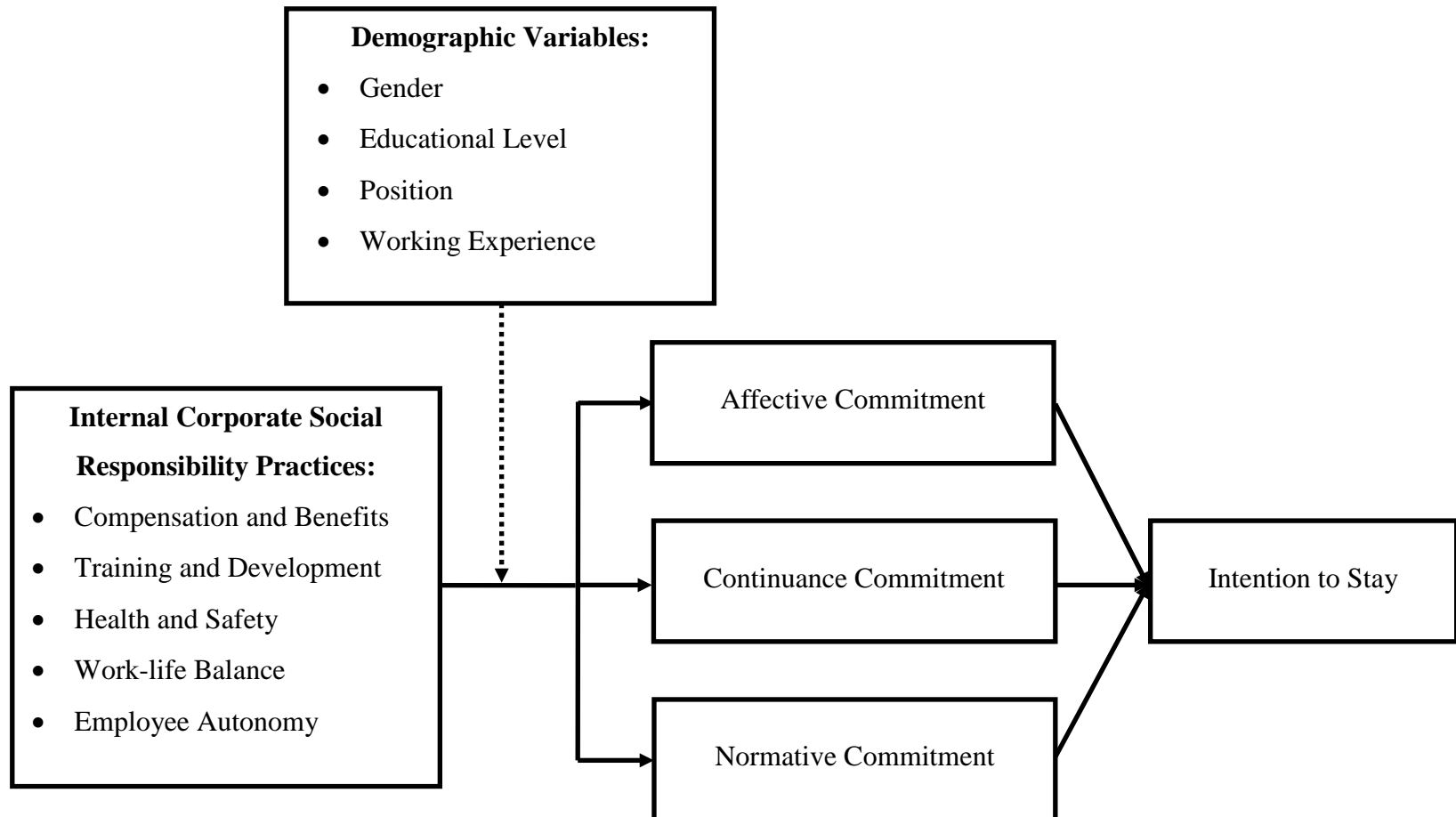
In addition to above outcomes, internal corporate social responsibility practices used in the private banks may impact on employee commitment. The following internal corporate social responsibility practices are chosen for this study:



1. Compensation and Benefits
2. Training and Development
3. Health and Safety
4. Work-life Balance
5. Employee Autonomy

In this study, if afore mentioned internal corporate social responsibility practices have influence on the three components of employee commitment such as; affective, continuance, and normative commitment, is explored. And then, it covers which components of commitment is the reason to stay in their organization by the employees. The following is the conceptual framework for this study.

**Figure 2.1 Conceptual Framework of the Study**



Source: Own Compilation

Based on the conceptual framework of the study, the objective one “to identify the employee perception on internal corporate social responsibility practices of private banks in Yangon” is tested by calculating mean value. Then, objective two “to analyze the effect of internal corporate social responsibility practices on employee commitment of private banks in Yangon” is tested by using multiple regression analysis. Then, objective three “to analyze the moderating effects of demographic variables on the relationship between internal corporate social responsibility and employee commitment of private banks in Yangon” is tested by performing two-step hierarchical multiple regression model. After that, objective four “to analyze the effect of employee commitment on their intention to stay in the banks” is met by conducting multiple regression analysis. The testing and proof of all objectives are presented in the chapter four of the study.

## **CHAPTER 3**

### **INTERNAL CORPORATE SOCIAL RESPONSIBILITY IN PRIVATE BANKS**

This chapter briefly presents the history of banking sector in Myanmar. Then, the regulatory and supervisory framework is described according to the secondary data. Finally, it discusses how the internal corporate social responsibility practices are implemented in private banks in Myanmar.

#### **3.1 History of Banking Sector**

In 1826 after the first Anglo-Burmese War when parts of Burma came under British colonial rule Indian moneylenders, called Chettiars arrived. They introduced many lending and bookkeeping innovations and employed the hundi system of informal remittances. The Chettiars dominated the financial sector up until World War II, financing Burma's emergence as the "rice-bowl" of the British Empire (Turnell, 2009). The second pillar of the financial sector in the colonial era proper in Burma, the cooperative credit system, also experienced spectacular growth since it was favored by the British Empire as a device to marginalize moneylenders. Though seemingly of great promise, the cooperative credit system accounted for relatively little of the credit needs in the country and even collapsed entirely in the decade following 1925 due to lax lending practices and the collapse of paddy prices (Turnell, 2009). The banking sector dates back to the colonial era proper as the Indian Presidency Bank of Bengal opened its Rangoon branch in 1861 (Soe Tin, 2013), and the first central bank emerged between the years 1939 and 1947 out of the Rangoon branch office of the Reserve Bank of India. Towards the eve of the British colonial era in Burma, towards the end of 1941, a total of 20 banks operated in the country, most of them with their headquarters elsewhere.

The Japanese occupation between 1942 and 1945 brought with it the flight of the Indian diaspora in Burma, including the Chettiars (Turnell, 2009). The Japanese,

in cooperation with the local puppet-government, created a number of symbolic financial institutions with the purpose of supporting the extraction of resources from Burma without cost to the Japanese financial system (Longmuir, 2002). After the defeat of the Japanese in Burma in April 1945, the foreign banks returned, the Union Bank of Burma took over the role as the central bank, and a currency board was introduced which tried to re-establish a working financial sector.

Being put forward as scapegoats for the misfortunes that heralded the breakdown of Burma's colonial economy, the Chettiars were not allowed to return to their lives and livelihoods after Burma's independence in 1948 (Turnell, 2009). The banking sector, including domestic and foreign banks, developed quickly under the parliamentary democracy and went on to account for more than one-third of Burma's gross domestic product (Soe Tin, 2013). Hence, Burma's banking sector was the most developed one in the region at that time.

The Revolutionary Council Government seized control of the country in 1962, nationalized all banks in 1963 and before too long amalgamated them into the Peoples Bank of the Union of Burma. Nationalization and amalgamation of those 10 domestic and 14 foreign banks did not stop at the insurance sector either, which suffered the same fate in 1964. Subsequently, three major demonetizations occurred in 1964, 1985, and 1987. In the most recent demonetization of 1987, the military-socialist regime effectively declared about 75 percent of the currency in circulation illegal and eliminated three banknote denominations without any exchange or compensation (Nehru, 2014). Sporadic protests broke out among students unable to pay their university fees, and by 1988, these protests had become widespread, ultimately forcing General Ne Win to step down and triggering a bloody army crackdown on August 8, 1988 (Lintner, 1995).

The succeeding military regime, called the State Law and Order Restoration Council, abolished the socialist path of development and chose a more market-oriented approach. In the financial sector, several laws replaced the remnants of the socialist area in 1990: the Financial Institutions of Myanmar Law liberalized the financial sector, resulting in the re-emergence of private banks starting from 1992; the Central Bank was given a certain degree of authority over the monetary policy via the Central Bank of Myanmar Law; the Myanmar Agriculture and Rural Development

Bank Law aimed at bolstering the credit-deprived rural population. Furthermore, other characteristics of a modern financial sector were introduced to Myanmar in the 1990s, such as a primary government bond market, cash machines and credit cards. Also a microfinance programme, sponsored by the United Nations, started its operations in 1997. However, after a decade of stellar growth (inflation adjusted, deposits grew by 2,100 percent and loans by 1,600 percent from 1992 to 2002), the Myanmar banking industry experienced a severe crisis in early 2003 (Turnell, 2009). This crisis originated in the collapse of a number of trading companies that were acting as informal financial institutions. The contagion spread to the banks, which were subsequently instructed to retract all their loans to increase their own liquidity. This, in turn, created a real-sector depression that further eroded the value of financial sector assets (Nehru, 2014). This crisis was aggravated further by sanctions of the United States brought about by Myanmar's continuing failure to address major deficiencies in its anti-money laundering regime. After three major banks (Asia Wealth Bank, Mayflower Bank, and Myanmar Universal Bank) had been closed down and the crisis eventually subsided, the Central Bank issued stringent prudential measures, such as a high capital-to-deposit ratio and strict collateral requirements, which impeded credit growth for the next decade (Turnell, 2009).

After the democratic government headed by President Thein Sein took office in 2011, Myanmar and the financial sector have embarked on a comprehensive set of reforms. With respect to the financial sector, the main thrust of the government reform measures has focused on relaxing the controls over private banks and legislating the Central Bank into an autonomous body (Tin Maung Maung Than, 2014). New licenses were awarded to establish private banks while prudential regulations were eased. Reforms did not stop there, however; they rather resulted, amongst other things, in the establishment of the legal basis for a microfinance sector, a new banking law, the breakup of the state insurance monopoly, the unification of the exchange rate regime, and the establishment of the Yangon Stock Exchange. The reform emphasis of the government gave rise to an easing of international sanctions and the re-integration of Myanmar into the global economy. International financial institutions have started to re-engage with the country, foreign banks started operations, and international payments and credit cards came back to Myanmar.

In April 2016, a newly elected government, under the National League for Democracy and headed by President Htin Kyaw, came into power. According to the party's election manifesto and economic plan, the continuing liberalization of the financial sector will be a cornerstone of their future political agenda. Nevertheless, Myanmar's financial sector is still at a rudimentary level and has a long way to go to meet international standards.

### **3.2 The Regulatory and Supervisory Framework for Banking Sector**

The Central Bank of Myanmar (CBM) has taken over the role as the regulator and supervisor of the banking sector. The legal framework for the banking sector has come under revision during the last five years: the laws that have been enacted are the new Foreign Exchange Management Law (August 2012), the revised Central Bank of Myanmar Law (July 2013), and the new Financial Institutions Law (January 2016).

Enacted on July 11, 2013, the revised Central Bank of Myanmar Law (CBML) has far-reaching consequences. It gives the CBM the authority and responsibility to carry out all central-banking functions including the independent implementation of the country's monetary policy and exchange-rate policy. With the new law, the Central Bank is no longer under the control of the Ministry of Finance but has become an independent institution with its governor being at the minister level. In order to ensure accountability and transparency, it is the mandatory responsibility of the CBM to submit its reports to the government as well as to the parliament at least twice a year, and the CBM's monetary reports must be published quarterly.

The new Financial Institutions Law (FIL) was drafted with the technical assistance of the World Bank. After several discussions between the lawmakers and the monetary authority, the FIL was enacted on January 25, 2016. The future direction of the banking system is dependent upon the well-sequenced and carefully-managed implementation of this FIL. Carefully drafted to meet the best international practices, it also embodies the Basel Core Principles issued by the Basel Committee on Banking Supervision. The law grants the CBM wide-ranging powers to supervise banks and non-bank financial institutions. It encourages the practice of good corporate governance in banks, and promotes transparency and accountability as well as modernization of the payment system. Furthermore, it offers clear exit strategies for

banks, should they become non-viable. This law and its associated rules and regulations will profoundly re-shape the framework conditions under which the banks operate, develop and innovate. The rules and regulations for the FIL are currently under revision. The first and only regulation issued thus far under this new law is on Mobile Financial Services.

Under the FIL, financial institutions are classified as Banks, Non-bank Financial Institutions and Scheduled Institutions. However, the new FIL does not apply to scheduled institutions established under their specific laws to cater for specific customers and businesses. For example, the law does not apply to the Myanmar Agricultural Development Bank (MADB) and microfinance institutions which are established under their own laws to cater for their specific customers. It outlines various banking functions that have to be approved by the CBM before becoming effective. Moreover, the FIL also requires the banks to meet the following key ratios and limits.

- (1) First, regarding the single exposure limit, no customer's borrowing should exceed 20 percent of core capital.
- (2) Second, with regard to the maintenance of a reserve fund, 25 percent of the net profits must be transferred to the reserve fund every year until it reaches 100 percent of the total paid-up capital.
- (3) Third, the minimum liquidity ratio (liquid assets to current liabilities) is to be specified by the CBM (currently 20 percent).
- (4) Fourth, the minimum paid-up capital is set at MMK 20 billion for domestic banks and USD 75 million for foreign bank branches.
- (5) Fifth, the minimum capital adequacy ratio is to be specified by the CBM (currently 10 percent of risk-weighted assets).

### **Financial Institutions Law (2016)**

The new FIL, enacted in early 2016, lays the foundations for more efficient financial institutions, and paves the way towards a modern and stable financial sector, and it also enhances the supervisory power of the Central Bank.



**(1) FIL gives wide-ranging powers to the CBM to supervise the financial institutions**

The law gives the CBM all supervisory and regulatory powers to maintain stability, safety and soundness of the financial system in order to foster sustainable economic development. The CBM has to accept the responsibility of taking care of the whole process of a life cycle of a financial institution – i.e. from birth to death.

**(2) FIL meets international best practice as embodied in the Basel Core Principles (BCP)**

The Law was carefully drafted to meet the requirements under the Basel Core Principles issued by the Basel Committee on Banking Supervision. They represent the framework and minimum standards for sound supervisory practices and are considered universally applicable. These Core Principles can broadly be categorized into two groups: the first group, from Principle 1 to 13, focuses on powers, responsibilities and functions of supervisors, while the second group, Principle 14 to 29, stresses the importance of prudential regulations and requirements for banks. Applying these principles to the regulatory framework means that Myanmar's banking system is committed to internationally well-recognized practices that lead to a stable and sound financial system.

**(3) FIL encourages the practice of good corporate governance of banks**

According to the BCP 14, the supervisor determines that banks and banking groups have robust corporate governance policies and processes in place. Recognizing that sound corporate governance underpins effective risk management and public confidence in individual banks in particular and the banking system in general, Chapter (X) of the Law specifies: the procedure for electing the minimum number of board of directors with at least one independent non-executive director to have a quorum; the appointment of CEO; and the establishment of various board committees such as a Risk Management Committee, a Credit Committee, a Remuneration Committee, an Audit Committee and an Assets and Liability Management Committee.

**(4) FIL offers various options to resolve banks in an orderly manner should they become non-viable**

The law is flexible enough to allow for various options to avoid bank failure. Subject to the prior written approval of the Central Bank, Section (48) of the Law allows a bank to change its ownership by acquiring all or part of the business of another bank, relinquishing all or part of its business, or merging with another bank. It is interesting to note that a foreign bank can acquire all or part of the business of a local bank or sell all or part of its own business in Myanmar. Chapter XIII stipulates corrective measures for an insolvent bank; Chapter XIV the appointment of an administrator and Chapter XV rehabilitation programme. While taking these various options, the Law mandates the Central Bank to make a proper supervisory approach to identify, assess and address risks emanating from banks and the banking system as a whole.

**(5) FIL promotes modernization of the payment system**

The two chapters of XVIII and XIX specify the development of payment-system modernization. The CBM is responsible for issuing necessary regulations and instructions for the establishment of an electronic payment system. The objective is to reduce reliance on cash transactions and paper-based processing of payments. Issuance of e-money and credit token is restricted to a bank and a financial institution established for that purpose. Internet banking, mobile banking and other forms of electronic banking shall be established and supervised by the Central Bank. An electronic payment system is part and parcel of payment-system modernization, as it promotes efficient monetary transactions with a low operational cost. It contributes to the effective central bank's monetary management while keeping inflation under control. It also reduces the central bank's printing costs of paper-money.

**(6) FIL promotes transparency and accountability in the system**

The most significant feature of the new law is its emphasis on promotion of transparency and accountability in the system. Chapter X outlines duties and responsibilities of the board of directors and the CEO. It proposes forming various board committees and sub-committees for effective supervision of the bank. In Chapter XI, a bank is required to promote its accounting standards to that of internationally accepted ones. It has to submit its financial statements, which are

certified by its CEO and Chief Financial Officer, to the Central Bank within three months after the close of the respective financial year. And, it has to disclose its financial statements to the public in such a manner prescribed by the Central Bank. These requirements will definitely promote transparency and accountability in the system and they are the essential elements of promoting public trust in banks.

### **3.3 Internal Corporate Social Responsibility Practices of Private Banks**

This section presents how the corporate social responsibility practices of the banks such as compensation and benefits, training and development, health and safety, work-life balance, and employee autonomy are currently adopted by private banks in Myanmar. The private banks' interest in internal social responsibilities can be observed in their vision, mission statement, and codes of ethics. In these statements, they clearly specified how the employees are treated in a socially responsible way. According to policy statement of the bank, Kanbawza Bank Ltd precisely state that it guarantees fair and socially responsible employment conditions as well as pleasant work environment. All employees enjoy the same occupational opportunities and chances for promotion. In their dealings with one other, employees respect the dignity, individuality and diversity of each and every colleague. Co-operative Bank Ltd support and assists the staff to uplift the living standard and healthy life-style and also to become a well trained and qualified staff. Ayeyarwaddy Bank Ltd has a mission to ensure a highly competent and dedicated workforce by promoting the well being of employees through job enrichment and fostering goodwill among the staff. In addition, Ayeyarwaddy Bank Ltd is committed to a work environment in which all individuals are treated with respect and dignity and to ensure that all its employees can work in environment free from unlawful harassment, discrimination and retaliation. Ayeyarwaddy Bank Ltd understands that not all employees feel comfortable in contacting their immediate supervisor or are satisfied with their immediate supervisor's response towards a certain issue. Therefore, it practices an Open Door Policy whereby its staff may contact the Human Resource Department for further suggestions or to raise their concerns. Myanma Apex Bank Ltd has the mission to create healthy and happy working environment to its employees and to develop them. Yoma Bank Ltd believes and recognizes that its employees are its most valuable asset; the bank is committed to develop their capabilities by providing

effective training, career opportunities and also exercise community responsibility. United Amara Bank Ltd ensures to enhance human capital, to offer rewarding career opportunities and promote staff accountability and to act as a responsive corporate citizen by combining commercial pursuit, fair business ethics and socially responsible behaviour. In addition, the comprehensive understanding upon each of these practices is drawn through observation and interview with the managers.

### **3.3.1 Compensation and Benefits**

In order to show their concern upon social equality, banks pay respects to gender equality which calls for women have to receive fair treatment and equal opportunity to participate in employment. Women and men receive the same salary for the same work of equal value. The value of work is assessed in terms of skills, knowledge, responsibility, efforts, and working conditions. Other considerations in setting remuneration can include market factors, productivity, and performance. Accordingly, there is no gender discrimination in compensation and benefits systems of the private banks.

Generally, in Myanmar, employees from the private banks enjoy relatively higher compensation and benefits compared to those working in other employment sectors. However, the compensation and benefits differ depending on the management level such as senior management level, middle management level, junior management level, and staff level as in other sectors. In essence, compensation and benefits provided by the banks to their employees can be classified financial benefits and non-financial benefits.

In terms of the direct financial reward, senior level is paid monthly salary, regular bonus and travelling allowances. Although most of the senior management level works overtime, overtime pay is not arranged. Regarding bonus matters, employees receive bonuses at least twice a year in April and October in favour of Thingyan and Thadingyut. Such financial rewards are provided by banks to show their care and concern upon maintaining an acceptable living standard in return for their contribution to the banks.

Regarding indirect financial reward, senior management level enjoys lunch and evening snacks in every working day, Monday to Friday. All in senior

management level are provided mobile phones and private car with limited petrol charges and phone bills to facilitate handling of operations. Most of the banks pay 50 percent of employees' income tax on behalf of employees. However, the leave system for senior management level is treated differently from others. People in senior management level are not bounded by casual leaves, earned leaves, without pay leave etc. The only step in taking a leave in this level is to inform to the chairman about the reason and the duration of absent.

As non-financial rewards, for all levels, employee in the private bank gets two sets of uniform for both men and women. However, the uniform must be given back if the employee leaves the organization. Senior management level is offered line phones, fax, email, desktop and internet for effective communication. To know what is happening within the company, the access to the company's intranet is rendered. Moreover, hire purchase system is allowed for everyone in senior management level to buy a land, apartment, car, mobile etc. As workplace flexibility, safe and pleasant working environment is provided with an air-conditioned room with high quality furniture such as sofas, tables etc.

Concerning the reward system for middle management level, ranging from the post of general manager to manager level, they are given monthly salary and regular bonus. Employees with the same rank are given same amount of monthly salary in department. Middle level management is paid travelling allowances as well. This level enjoys a wide variety of indirect financial rewards. Meal and ferry are provided for all the staff in this level. Ferries are arranged for the employees regardless of the location. Office car is given sometimes according to the requirements of the job. 50 percent of income tax is given by bank for middle level as well. Leaves and holidays are also given fairly to all the employees in this level. Regarding non-financial benefits, uniforms, line phones, computers, internet, safe and pleasant working environment are provided.

Similarly, junior management level receives the same direct financial rewards as the middle management level. For official trips, travelling allowances are granted. For those who have to work overtime, overtime allowance such as pay per hour, meal, and transportation are provided. Concerned with the indirect financial reward benefits, ferry is arranged for all the staffs at this level. Income tax, leave and holidays system

is the same as middle level management. Office car is given sometimes according to the requirements of the job or some social events of its employees such as wedding or funeral. In terms of the non-financial rewards, there is a shared line phone in each department for communication. Uniforms are given the same as all the other levels. Allocation of computers and access to the internet is not the same for every staff at junior management level. All the rooms are air-conditioned and clean which creates enjoyable and safe working environment.

Direct financial rewards for employees at staff level are monthly salary and regular bonus in Thingyan and Thadingyut period. Other direct financial rewards are travelling allowances and overtime allowances which is the same as the junior management level. Mostly, accommodation is arranged for cook and some staffs who have to work in remote areas. Indirect financial reward and benefits such as ferry leave and holidays policy are the same for all staff. Lucky draw programmes at annual staff party are also intended for the staff of this level. Since there is a hire purchase system available for every level in the organization, staff level employees also have a chance to enjoy the purchase, such as expensive mobile phones. In terms of the non-financial rewards, some staffs such as IT technicians, receptionists are provided with computers. Because of such internal corporate social responsibility practices in terms of additional benefits, the employees from the banking business feel more engagement and take pride for working there in the private banks.

### **3.3.2 Training and Development**

Generally, the training and development practices are carried out for the purpose of upgrading skills and experience of employees and attracting ambitious potential employees. These training and development as internal corporate social responsibility practices helps banks to maintain current employees as well as to attract future employees. The ultimate purpose of these training and development as internal corporate social responsibility practices is to improve the efficiency of the banks as well as to build reputation for the banks. The latter purpose is more important for competitive advantages in the long run because bank with good reputation found it easier to attract qualified employees in the future. However, private banks in Myanmar are using training and development as an internal corporate social responsibility practice beyond the reasons to stay competitive. Another implicit

purpose of providing training and development is to help enhance employees' career development in the future.

To most of the banks, training and development practices are implemented to promote the skills and competencies of current employees for the performance of the organization. Training normally concentrates on the improvement of operative skills and interpersonal skills. Most of the banks offer training programmes for both new recruits and existing employees. Regular training programmes are intended only for the new recruits. Currently, there is no regular training course for the existing employees but random courses are arranged due to the requirements.

To provide training effectively, most of the private banks set up their own training school. The arrangements for training at private banks differ from other business according job requirements, rules and policies. As regular training courses, the new employees, regardless of their position, must attend training course before they start working in the bank.

The training programme arranged for new employees is called Basic Banking Course which involves different training methods such as off-the job training and on-the-job training. Trainees have to attend orientation where they can meet new people and try to get know each other before the training programme. Banks in Myanmar choose to do so because they have understood that effective training programmes require a combination of several different methods.

The most widely used training method of private banks is classroom based training because it can deliver a great deal of information in a relatively short period. The basic banking training, Refresher Banking course and Advance courses are the kinds of training delivered by the private banks in Myanmar currently.

As part of welcoming process, it is usual for many banks to conduct the orientation programme for the new employees. In every orientation programme, Managing Director, Head of HR, and Deputy Managing Director provide the basic information about the employment situation such as job, department, company policies and rules, compensation and benefits, and corporate culture for new employees. Those programmes can be assumed as internal corporate social responsibility practices because the provisions of those programmes transcend the

legal requirements and these programmes intend to promote new recruits feel welcoming and mutual understanding between the current and new employees.

Most of the private bank also considers about employee's life for future. So, the banks support scholarship programmes for employee's children who are outstanding at education. By providing scholarship programmes for employees' children, employees' families can enjoy better social status in their community.

The private banks provide various supports to their employees for their continuous learning. The private banks provide monetary assistances for employees who want to study diploma degrees such as ACCA, ABE, and banking. The staffs who are attending Master of Banking and Finance are provided with special time off in the morning in order to attend the programme fully. In addition, regardless of their need to handle the works in the busy periods, during the exams consecutive day-offs are provided to these staffs.

Those all arrangements can be assumed as internal corporate social responsibility practices because the provisions of them transcend the legal requirements and intend to promote the long term interest of the society through better qualified human resources. However, unlike developed countries, employees of banking sector, including any others, in Myanmar are not able to come up with the opportunity provided by career management assistance yet.

### **3.3.3 Health and Safety**

Unlike other sector, banks have a major stake in providing their employees with higher health and safety standards unless the banking business is not subjected to rigorous health and safety requirements in Myanmar. This is because most of the private banks strongly believe that excellent health and safety standards might directly contribute to the success of the company. They encourage every banks promulgates their own health and safety standards of their employees to coordinate and comply with policies and procedures in accordance with health and safety guidelines. The Banks enforces the Occupational Health and Safety (OHS) policies through regular training and communication with all employees.



The objectives of OHS in the banks are:

- (1) To set the health and safety goals and action plan to ensure implementation and improvements of health and safety standards.
- (2) To monitor health and safety performance through regular site inspections, audits and reviews of company's health and safety performance.
- (3) To identify foreseeable hazards and assess risks respect of company's undertakings and that suitable and sufficient control measures are implemented.
- (4) To ensure both financial and physical resources available to support health and safety policy.
- (5) To ensure all employees are provided with sufficient information, instruction, training and supervision to enable them to work safely and productively.

Top management executive are mainly responsible for OHS in the banks. They are committed to undertaking regular site inspections and meetings with managers, supervisors and employees in respect of OHS conditions. They are ensuring OHS policy putting into practice in day-to-day activities of all employees. And then they are responsible to review the company health and safety action plan in liaison with health and safety advisory team, supervisors, employees, and department heads.

Department Heads must be aware of and understand the legal requirements relating to operations under their control and ensure that safety precautions and measures are fully and correctly implemented in accordance with the appropriate risk assessments, method statements and permit to work. They make sure that all employees are provided with clear instruction and close supervision about OHS policies regarding any defects in machinery, tools, and equipments. They are ensuring that all employees and subcontractors working on site make full and proper use of their personal protective equipment.

All operation managers and supervisors are responsible for using the correct methods and equipment for the job, keeping the tools in good condition and are properly maintained, reporting defects in any tool or piece of equipment, wearing and using personal protective equipment correctly and keeping the equipment clean and in good working condition, reporting any defects or damage, carrying out tasks in

accordance with instructions included in any risk assessments, method statements or permits to work, use only proper means of access and egress to and from the workplace, have personal regard for their own health and safety and that of other persons. They also have to attend health and safety talks, presentations and training workshops and conform to the companies and site's health and safety rules.

In addition to safety measures, healthcare scheme is also applicable to the employees as well as their parents, spouses and children. Employee in need of hospitalization is supported with 10,000 MMK per day and 100,000 MMK for operation of minor case, and 300,000 MMK for major case. The banks have a medical check-up programme for new employees. The banks provide the one-time monetary support to employees whose family members are suffering major health problems.

Beyond the OHS guidelines, banks offer their employees with healthy foods such as milk, egg, and banana twice a week for protection of lung diseases, especially, for employees who are responsible for handling cash. These employees have to inhale dust from money at working hours in everyday. So, the bank supports with healthy foods for their health concern. In the banking operation of cash room, the bank supports masks to cover their noses and mouths for inhale of dust. Some private banks sponsor one day meditation programme, sport programme, trips and visits to help reduce the work-related stress. All of those arrangements are said to be socially responsible practices as the objective of providing those arrangement partly involved promoting employees and its family member's long term welfare.

#### **3.3.4 Work-life Balance**

Most of the private banks are striving for employees' the work-life balance as part of internal corporate social responsibility practices. The goal is to reduce employees stress and work burden, and ensure that employees are able to pursue their personal and social interest such as family affairs, community activities, and self-development, voluntary work, leisure and creation. Employees over 40 years of age are eligible to apply for Bank's paid annual trip to Buddha Gaya, India. Leave for employees are arranged according to Social Welfare and Labor Law as well as banks social responsibility concern. Compassionate leave is allowed three days for funeral affair and one day for weekly funeral affair for the death of employee parents or

parents-in-law, siblings, children, spouse, and grandparents. Some of the private banks allowed marriage leave for five days. Employees are also permitted in disaster relief and recover activities such as flooding and earthquake.

In addition, employees have complete choices upon overtime activities if they want to stay in work or want to go for outside activities. This provision enables the banks employees to pursue their interest and hobbies and fulfill their family and other social commitments after working hours. Employees are also permitted to schedule their preferred day off to meet their other schedules. Working mothers are provided with long maternal-leave without pay so as to adopt full devotion to early period of a child rising. Although part time and flextime arrangements has not yet been practiced by private banks in Myanmar until now, many banks have started consider them as attractive option in the recruitment of employees in the future. Under such social responsibility practices that go beyond social welfare and labor laws, employees of private banks might be greater satisfied, committed and engaged towards achieving the performance and competitive advantage of their banks.

### **3.3.5 Employee Autonomy**

Employee autonomy is one of the internal corporate social responsibility areas that many private banks in Myanmar are increasingly emphasized. Autonomy as internal corporate social responsibility practices is used for employee satisfaction through fulfillment of higher order needs as human being in many private banks. Under such arrangement, superior do not use order and command on their subordinates, instead they develop the family style friendly relationship.

One of the employees' autonomy is to allow for employees participation. Each and every employee of the banks has a say in the affairs of the banking business. For their timely and efficient participation of employees, employees' suggestion boxes are put into the many places within the banks. Suggestions from employees are periodically reviewed by higher level management once in a month and translate into action plans if the suggestion seems to be beneficial for customers and long term interest of the banks. Banks employees are provided with the rewards according to their quantity and quality of their suggestions.

Instead of bureaucracies, decision making authority is distributed through hierarchical structure of the banks. This is because banks want to avoid the unnecessary delays when dealing with minor customer problems. Rather than formal reporting for every detail, many banks provide guidelines for decision making necessary to carry out by operational staffs, lower and middle managers. In addition, instead of bureaucratic control that requires long and lengthy process for decision making, banks are organized around the team of department, and team leaders are delegated with decision making authority upon the areas of their responsibility. Lower levels of management are empowered to handle customer complaints and problems unless the solutions to them involve materially significant. This empowerment of employees is supported by the investment in training courses related to areas of marketing and customer relationship management as well as provision of other resources.

However, autonomy in the banks does not necessarily mean that all decision making authority is decentralized. Since the banking is a kind of sensitive business that might have far reaching impact of public, the decision for lending business is centralized. Only the upper level of management and lending department evaluate and make decision upon the loan request.

This autonomy, an internal corporate social responsibility arrangement, enables the employees to upgrade their full potential though exercising imagination, ingenuity and inspiration.

## **CHAPTER 4      ▲**

### **ANALYSIS ON INTERNAL CORPORATE SOCIAL RESPONSIBILITY AND EMPLOYEE COMMITMENT**

The aim of this study is to analyze the effect of internal corporate social responsibility practices on employee commitment. Accordingly, the 380 employees from selected ten private banks are selected for the study. In order to last conceptual framework, the primary data are collected using the questionnaire set for this study. Then the primary data are analyzed with the aids of statistical methods. Descriptive analysis is performed in order to show the quality of the data and multiple regression analysis which is main analytical method of the study is carried out to find out which factors have the effect on employee commitment.

#### **4.1      Research Design**

Quantitative method is applied in this study by conducting employee survey in private banks. In line with this approach, descriptive research and inferential analysis is carried out to measure internal corporate social responsibility and employee commitment in private banks. Questions are designed to answer the level of employee perception on variables regarding internal corporate social responsibility and employee commitment. In order to minimize the biasness, questions are developed in a simple and understandable manner for the ease of respondents and the researchers. The five dimensions of corporate social responsibility which include compensation and benefits, training and development, health and safety, work-life balance, and employee autonomy are to be rated with five-points of Likert-scale.

This study uses both descriptive and analytical methods to arrive at conclusion and recommendation. Secondary data is obtained from literature reviews of previous study in this field, periodic reports and articles, statistical data issued by government agencies and private organizations, and the Internet. Primary data are collected from

selected private banks in Yangon, by observation, personal interview, and telephone interview through questionnaires.

This study is carried out with an intention to understand the nature of the relationship between internal corporate social responsibility and employee commitment of private banks in Yangon. Hence the population of the study includes all private banks and all employees from these private banks. In Myanmar, there are 4 State-Owned Banks, 24 Domestic Private Banks, and 17 Foreign Banks with Representative Offices. The current study focuses only on 24 domestic private banks which have the population of the 38330 employees. These 24 domestic private banks are stated in Appendix C. According to the list, there are four private banks; Myanmar Citizens Bank Ltd, First Private Bank Ltd, Co-operative Bank Ltd, and Yadanabon Bank Ltd in 1992, another four banks; Myawaddy Bank Ltd, Yangon City Bank Ltd, Yoma Bank Ltd, Myanmar Oriental Bank Ltd in 1993, additional three banks; Asia Yangon Bank Ltd, Tun Foundation Bank Ltd, Kanbawza Bank Ltd in 1994, another three banks; Small and Medium Industrial Development Bank Ltd, Global Treasure Bank Ltd, Rural Development Ltd in 1996, another one bank; Innwa Bank Ltd in 1997, another four banks; Asia Green Development Bank Ltd, Ayeyarwaddy Bank Ltd, United Amara Bank Ltd, Myanma Apex Bank Ltd in 2010, additional three banks; Naypyitaw Sabin Bank Ltd, Myanmar Microfinance Bank Ltd, Construction and Housing Development Bank Ltd in 2013, another one bank; Shwe Rural and Urban Development Bank Ltd in 2014 and another one bank; Ayeyarwaddy Farmers Development Bank Ltd in 2015.

Choosing banks for data collection was a complex task. Considering various aspects especially the substantial number of employee population is a major concern, the sample is chosen in two stages. At the first stage, it was decided to choose only sample of ten private banks with large number of employees from 24 domestic private banks in Myanmar. The list of selected banks for the study is presented in Table 4.1. At the second stage, random samples of 380 employees are proportionately selected from the employees of the ten selected banks in the first stage. The proportion of population and sample of private banks are mentioned in Table 4.1. According to Krejcie & Morgan (1970) (shown in Appendix A), the required sample size for this study is 380 employees.

**Table 4.1      Population and Sample of Employees in Selected Private Banks**

<b>Sr.</b>	<b>Name of the Bank</b>	<b>Population</b>	<b>Sample</b>
1	Kanbawza Bank Ltd	13302	132
2	Co-operative Bank Ltd	5764	57
3	Ayeyarwaddy Bank Ltd	4455	44
4	Myanma Apex Bank Ltd	3056	30
5	Yoma Bank Ltd	2398	24
6	Asia Green Development Bank Ltd	2277	23
7	Myawaddy Bank Ltd	2218	22
8	Global Treasure Bank Ltd	2084	21
9	United Amara Bank Ltd	1562	15
10	Myanmar Oriental Bank Ltd	1214	12
<b>Total</b>		<b>38330</b>	<b>380</b>

Source: Current Study

#### **4.1.1 Questionnaire Design**

Data collection methods are an integral part of the research design in which data can be collected from diverse sources in different approaches with different settings. Numerous methods can be used for data collecting purposes and the most commonly used are primary data and secondary data. Primary data is where the individual 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 from of source such as from the organization itself, from the library, through Internet search, journals, reports, books, articles, and others.

In order to complete the study, quantitative research is also used by distributing questionnaires to large group of employee to collect the primary data and they are also searched and looked for secondary data by reading journals, articles, books, and others that are useful to the study topic.

Questionnaire is a written set of questions to which respondents to record their answers and it is an efficient data collection method to know exactly what is required and how to measure the variables of interest. The questionnaire used is to focus

mainly on employee perception on organizational commitment in internal corporate social responsibility. 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 target populations. Furthermore, questionnaire can help to reach a large number of respondents in order to make statistical analysis for the results.

The questionnaire for the current study adapted from previous studies in Table 4.2.

**Table 4.2 Variables in the Questionnaire**

<b>Variables</b>	<b>No. of Items</b>	<b>Researchers</b>
Compensation and Benefits	1,2,3,4,5	Chua Kah Mung et al (2011)
	6,7	Self-Development
Training and Development	9	Nguyen Ngoc Thang and Yves Fassin (2016)
Health and Safety	8	Nguyen Ngoc Thang and Yves Fassin (2016)
Work-life Balance	9	Nguyen Ngoc Thang and Yves Fassin (2016)
Employee Autonomy	1,2,3,4,5	Abzal and Krishna (2014)
	6,7	Self-Development
Affective Commitment	8	Meyer and Allen (1990)
Continuance Commitment	8	Meyer and Allen (1990)
Normative Commitment	8	Meyer and Allen (1990)
Employee Intention to Stay	5	Atang Azael Ntisa (2015)

Source: Current Study

This study uses the structured questionnaires to collect the primary data. In the questionnaire (shown in Appendix B), the specific questions or items to measure each variable were adapted from previous literature. The questionnaire preparation process was done in two stages. First, the questionnaires were prepared in English version, and then translated into local language; in this case, Myanmar language was used for convenience of the respondents. The goal of the translation process was to produce the Myanmar version of the items that were equivalent in meaning to the original English version and the objective was an equivalent translation not an identical word-by-word translation of items. For translation, the external experts from Yangon



University of Economics were used in order to cancel out the conceptual discrepancy between English and Local languages and checked the wording for the understanding of respondents.

Second, the questionnaires were distributed to employees in banks located in Yangon. The questionnaire is designed with five 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 questionnaire is divided into four parts such as sections A, B, C, and D. Questions included in section-A are about the respondents' profile which are position, department, gender, working experience and educational level. Section-B is divided into five groups of corporate social responsibility practices of the banks which include the questions about compensation and benefits, training and development, health and safety, work-life balance, and employee autonomy. There are total of 37 questions under this section. Section-C is divided into three parts which includes the questions about different types of commitment such as affective commitment, continuance commitment, and normative commitment. There are total 24 questions. Moreover, section-D is about the respondent intention to stay which is measured by 5 questions.

## **4.2 Demographic Profile of the Respondents**

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. Thus, one of the most common ways to summarize a set of data is to construct a frequency distribution which is a set of data organized by summarizing the number of times a particular value of a variable occurs (Zikmund, Babin, Carr, & Griffin, 2010). Besides that, it is used to describe demographic characteristic of the respondents such as gender and education background.

Ten private banks located in Yangon are the sample of the study. Respondents from these ten banks are listed in Table 4.3.

**Table 4.3 Respondents by Bank**

<b>Sr.</b>	<b>Name of the Bank</b>	<b>Frequency</b>	<b>Percent</b>
1	Kanbawza Bank Ltd	132	35
2	Co-operative Bank Ltd	57	15
3	Ayeyarwaddy Bank Ltd	44	12
4	Myanma Apex Bank Ltd	30	7
5	Yoma Bank Ltd	24	6
6	Asia Green Development Bank Ltd	23	6
7	Myawaddy Bank Ltd	22	6
8	Global Treasure Bank Ltd	21	6
9	United Amara Bank Ltd	15	4
10	Myanmar Oriental Bank Ltd	12	3
<b>Total</b>		<b>380</b>	<b>100</b>

Source: Survey Data (2016)

Table 4.3 shows the number of respondents from each bank. According to data, 132 respondents (35 percent of the sample respondents) are selected from Kanbawza Bank Ltd, 57 respondents (15 percent of the sample respondents) are selected from Co-operative Bank Ltd, 44 respondents (12 percent of the sample respondents) are selected from Ayeyarwaddy Bank Ltd, 30 respondents (7 percent of the sample respondents) are selected from Myanma Apex Banks Ltd, 24 respondents (6 percent of the sample respondents) are selected from Yoma Bank Ltd, 23 respondents (6 percent of the sample respondents) are selected from Asia Green Development Bank Ltd, 22 respondents (6 percent of the sample respondents) are selected from Myawaddy Bank Ltd, 21 respondents (6 percent of the sample respondents) are selected from Global Treasure Bank Ltd, 15 respondents (4 percent of the sample respondents) are selected from United Amara Bank Ltd and 12 respondents (3 percent of the sample respondents) are selected from Myanmar Oriental Bank.

The demographic profile of the respondents is presented in the following tables. Table 4.4 displays respondents by gender.

**Table 4.4 Respondents by Gender**

<b>Gender</b>	<b>Frequency</b>	<b>Percent</b>
Male	104	27
Female	276	73
<b>Total</b>	<b>380</b>	<b>100</b>

Source: Survey Data (2016)

According to Table 4.4, the total respondents comprised of 380 employees from the private banks in Myanmar. Of these, male respondents constituted 27 percent and female respondents constituted the majority, i.e 73 percent. Because of the job nature in banking sector, female workers are more demanded than the male workers and thus the proportion of the former is higher than the latter in a typical branch.

Table 4.5 shows respondents by education level.

**Table 4.5 Respondents by Education Level**

<b>Education Level</b>	<b>Frequency</b>	<b>Percent</b>
Middle School	1	1
High School	2	1
University Graduate	332	87
Master	45	11
<b>Total</b>	<b>380</b>	<b>100</b>

Source: Survey Data (2016)

According to Table 4.5, of all the total respondents, 87 percent of the respondents have got a bachelor degree, 11 percent of the respondents are master degree holders and the least 2 percent are from high school and middle school levels. This is because university graduate is threshold qualification of the banking industry. Thus majority of the respondents in the study hold their bachelor degree due to the requirement of the banking sector.

Table 4.6 shows respondents by position. For this purpose, the positions of the employees are divided into two groups: executive and non-executive.

**Table 4.6 Respondents by Position**

<b>Position</b>	<b>Frequency</b>	<b>Percent</b>
Executive Level	126	33
Non-Executive Level	254	67
<b>Total</b>	<b>380</b>	<b>100</b>

Source: Survey Data (2016)

According to Table 4.6, it can be seen that out of 380 respondents, 67 percent are non-executive level including Junior Bank Assistance, Senior Bank Assistance, Junior Clerk, Senior Clerk, Supervisor, Assistant Supervisor, Officer, System Engineer, and Network Engineer, and 33 percent are from the executive level such as Manager, Assistant Manager and Deputy Manager. This reflects the hierarchy of work structure in most organizations where a large number of staff is in the lower level of hierarchy.

Table 4.7 shows respondents by working experience.

**Table 4.7 Respondents by Working Experience**

<b>Working Experience</b>	<b>Frequency</b>	<b>Percent</b>
1-3 years	214	56
4-6 years	108	28
7-9 years	10	3
10-12 years	8	2
More than 12 years	40	11
<b>Total</b>	<b>380</b>	<b>100</b>

Source: Survey Data (2016)

According to Table 4.7, more than half of respondents have been working at their banks for 3 years or less, just over a quarter of them between 4 and 6 years, 11 percent more than 12 years, 3 percent between 7 and 9 years and 2 percent between 10 and 12 years. The study shows the majority groups of respondents are with less than three years experience since the sample group consists of non-executive level. Another reason is due to growth of the organizations most of the banks make new recruitments.

### **4.3 Reliability and Validity Test**

Reliability is an indicator of the measure's internal consistency. Internal consistency represents a measure's homogeneity or the extent to which each indicator of a concept converges on some common meaning and it is measured by correlating scores on subsets of the items which makes up a scale (Zikmund et al, 2010). It is used to ensure the degrees to which measures are free from random error and therefore yield consistent results. The reliability of the data in the present study is assessed by Cronbach's Alpha. According to Sekaran & Bougie (2010) 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 range in value from 0, meaning no consistency, to 1, meaning complete consistency. Normally, the scales with a coefficient alpha between 0.80 and 0.90 are considered to have excellent reliability. The scales with a coefficient alpha between 0.70 to below 0.80 is considered as good reliability, while an alpha value between 0.60 to below 0.70 indicates acceptable reliability. The coefficient alpha is between 0.50 to below 0.60 indicates poor reliability, while an alpha value is below 0.50 is considered as unacceptable reliability (Manerikar & Manerikar, 2012).

Validity is a measurement concept that is concerned with the degree to which a measuring instrument actually measures what it purports to measure and it is justified by the evidence (Bull, 2005). Validity refers to the question of whether or not one's measurement of a phenomenon is true (Tashakkori & Teddlie, 2003). The major importance in the use of assessment instruments is the extent to which their factorial structures are valid (Byrne, 2001). For the purpose of this study, the validity of the measuring instrument was assessed by means of construct validity.

#### **(1) Construct Validity**

Construct validity relates to research on various concepts whose constructs have been detailed and how representative the questions in a measuring instrument are of the same characteristics making up the construct (Black, 1999). According to Welman, Kruger & Mitchell (2009) the construct validity of a questionnaire refers to

the degree to which it measures the intended construct rather than irrelevant constructs.

## **(2) Factor Analysis**

The purpose of factor analysis is to achieve data reduction or retain the nature and character of the original items, and to delete those items which had lower factor loadings and cross loading. This study follows Hair, Black, Babin, Anderson, & Tatham (2006) factor analysis guidelines as below.

1. KMO measure of sampling adequacy (MSA) with minimum value of .60
2. Bartlett's test of sphericity was used to test the significance of correlations among all factors with .05 cut off point was employed in determining the significance level.
3. Anti-image correlation of items with minimum value of .50
4. Communalities table will be used to find out the proportion of the variance explained by individual variable. Thus, value below .50 qualifies the items to dropped
5. Factor with eigenvalues above 1 will be retaining.

Factor analysis was performed for each study variable (i.e. internal corporate social responsibility and employee commitment). Based on the guidelines by Hair et al. (2006), the conceptualization of the variable will be taken into consideration. Therefore, even the loading value is important issues; the way the factors were conceptualized is also very important. Reliability test were subsequently carried out after factor analysis.

Reliability analysis is conducted by computing the Cronbach's alpha. The result of the study is presented in Table 4.8.

**Table 4.8 Reliability Test**

No.	Variables	Cronbach's Alpha	No. of Item	Items Retained
1	Compensation and Benefits	0.77	7	5
2	Training and Development	0.85	9	7
3	Health and Safety	0.90	8	8
4	Work-life Balance	0.74	9	6
5	Employee Autonomy	0.81	7	5
6	Affective Commitment	0.71	8	5
7	Continuance Commitment	0.80	8	5
8	Normative Commitment	0.60	8	6
9	Intention to Stay	0.83	5	5

Source: Survey Data (2016)

According to Table 4.8, compensation and benefits is measured with seven items but to strengthen the reliability of the factor in the study two items were deleted and have got Cronbach's alpha value of 0.77. Training and development is measured with nine items but to strengthen the reliability of the factor in the study two items were deleted and have got Cronbach's alpha value of 0.85. Health and safety is measured with eight items and have got Cronbach's alpha of 0.90. Work-life balance is measured with nine items but to strengthen the reliability of the factor in the study three items were deleted and have got Cronbach's alpha value of 0.74. Employee autonomy is measured with seven items but to strengthen the reliability of the factor in the study two items were deleted and have got Cronbach's alpha value of 0.81. Affective commitment is measured with eight items but to strengthen the reliability of the factor in the study three items were deleted and have got Cronbach's alpha value of 0.71. Continuance commitment is measured with eight items but to strengthen the reliability of the factor in the study three items were deleted and have got Cronbach's alpha value of 0.80. Normative commitment is measured with eight items but to strengthen the reliability of the factor in the study two items were deleted and have got Cronbach's alpha value of 0.60. Intention to stay is measured with five items and have got Cronbach's alpha of 0.83. In summary, most of the items in the study would strengthen the reliability of the study according to their Cronbach's alpha value.

Factor analysis was done on the five dimensions of internal corporate social responsibility. Principal components analysis with varimax rotation was used to assess the dimensionality and uniqueness of the variables. The data was appropriate for factor analysis since the KMO's value was 0.709 for compensation and benefits, 0.900 for training and development and 0.898 for health and safety, 0.804 for work-life balance and 0.821 for employee autonomy exceeding the recommended value of 0.60. The overall significant of correlation among all items was also sufficient with Bartlett's test of sphericity achieving a p-value of less than 0.01. The Eigenvalues greater than 1.0 were maintained.

In this study, confirmatory factor analysis with varimax rotation was performed. For each measure variable, the value of factor loading of each variable above 0.50 was retained to do the final analysis. In this analysis, all items have factor loading value of 0.50 above. Thus, all factors are retained in the final analysis. Then factor analysis was done on the three components of employee commitment. Principal components analysis with varimax rotation was used to assess the dimensionality and uniqueness of the variables. The data was appropriate for factor analysis since the KMO's value was 0.60 for normative commitment, 0.67 for affective commitment and 0.76 for continuance commitment. The overall significant of correlation among all items was also sufficient with Bartlett's test of sphericity achieving a p-value of less than 0.01.

#### **4.3.1 Compensation and Benefits**

The results of factor analysis for compensation and benefits variables are shown in Table 4.9. It includes seven items and the results reveal that five items are organized into one factor and two items are deleted because of the low loading values. The first deleted item is "paying bonus according to individual performance" and the second deleted item is "allowing the loan according to individual requirements".



**Table 4.9 Compensation and Benefits**

<b>Factors and items loaded in each factor</b>	<b>Factor 1</b>
<b>Compensation and Benefits</b>	
(1) Providing higher pay rate.	0.692
(2) Providing supports depending on requirements.	0.819
(3) Providing assistances in cash and in kinds.	0.584
(4) Allowing increments.	0.715
(5) Satisfactory benefit programmes.	0.708
Eigenvalue	2.502
Kaiser-Meyer-Olkin measure of sampling adequacy	0.709
Cronbach's alpha	0.770

Source: Survey Data (2016)

Based on the results of Table 4.9, the eigenvalue is more than 1, factor loading of all items are greater than 0.6 and also Cronbach's alpha is more than 0.6. Therefore, it is inferred that all items included in compensation and benefits are found to have significant loadings. Among them, providing supports depending on requirements (0.819) is highest in factor 1.

#### **4.3.2 Training and Development**

The results of factor analysis for training and development variables are shown in Table 4.10. It includes nine items and the results reveal that seven items are organized into one factor and two items are deleted because of the low loading values. The first deleted items is "providing career counseling and planning assistance" and the second deleted item is "supporting a career-management programme".

**Table 4.10 Training and Development**

<b>Factors and items loaded in each factor</b>	<b>Factor 2</b>
<b>Training and Development</b>	
(1) Training skills for future jobs and career development.	0.646
(2) Providing orientation training to new employees	0.761
(3) Allowing the time to learn new skills for future jobs.	0.757
(4) Providing support to obtain ongoing training.	0.714
(5) Providing on-the-job training for employee	0.805
(6) Providing a systematic programme that assesses employees' skills interest.	0.751
(7) Providing financial support for training.	0.645
Eigenvalue	3.708
Kaiser-Meyer-Olkin measure of sampling adequacy	0.900
Cronbach's alpha	0.850

Source: Survey Data (2016)

In addition, the results in Table 4.10 describe that eigenvalue is greater than 1. The entire items factor 2 has relatively high loadings on the factors they belong to because all seven items are equal and greater than 0.6. Concerning the internal reliability of the scale, Cronbach's alpha is 0.85. Therefore, it is higher than 0.6 and it could be considered acceptable level. Based on the results of Table 4.10, all seven items include in training and development is found consistent high level of significance. Among them, providing on-the-job training is highest loading 0.805.

### **4.3.3 Health and Safety**

Health and safety includes eight items which are organized under factor 3. The detail results of all items included in health and safety are shown in Table 4.11.

**Table 4.11 Health and Safety**

<b>Factors and items loaded in each factor</b>	<b>Factor 3</b>
<b>Health and Safety</b>	
(1) Providing good healthcare in the workplace.	0.671
(2) Providing stress management for employees.	0.663
(3) Providing a periodic medical examination.	0.807
(4) Asking to follow health and safety rules.	0.791
(5) Providing professional counseling services on health and safety.	0.853
(6) Providing health profile management.	0.847
(7) Providing medical insurance.	0.750
(8) Providing health and safety training.	0.808
Eigenvalue	4.827
Kaiser-Meyer-Olkin measure of sampling adequacy	0.898
Cronbach's alpha	0.900

Source: Survey Data (2016)

The results of factor analysis in Table 4.11 shows that all items have eigenvalue more than 1 and factor loading is bigger than 0.6. Cronbach's alpha is also above 0.6. Therefore, it can be said that the findings are found to have significant loadings. Among items, high loading items are providing professional counseling services on health and safety (0.853), providing health profile management (0.847), providing health and safety training (0.808) and providing a periodic medical examination (0.807).

#### **4.3.4 Work-life Balance**

There were nine items included in work-life balance variable. Factor analysis filtered unrelated items and remaining six items are summarized as a factor 4. There was one item which had 0.533 factor loadings. Therefore, this item was less than standard number 0.6. Thus, it was deleted from work-life balance. This item is "employees schedule their preferred days off supported their team". Moreover, the results of factor analysis pointed out that another two items were not relevant under this factor 4. Therefore, these two items were deleted from this factor 4. These items are "employee extra hours because they are committed to their job" and "employees

can concentrate on their work because of family support”. The resulting factors for work-life balance are shown in Table 4.12.

**Table 4.12 Work-life Balance**

<b>Factors and items loaded in each factor</b>	<b>Factor 4</b>
<b>Work-life Balance</b>	
(1) Looking forward to being with the peers.	0.563
(2) Having enough time to carry out personal matters.	0.793
(3) Feeling energetic after work.	0.753
(4) Providing flex time.	0.643
(5) Choosing part-time work.	0.583
(6) Spending more time to fulfill my interest	0.754
Eigenvalue	2.835
Kaiser-Meyer-Olkin measure of sampling adequacy	0.821
Cronbach’s alpha	0.770

Source: Survey Data (2016)

As shown in Table 4.12, eigenvalue is more than 1, Cronbach’s alpha is bigger than 0.6. Therefore, this result can be supported to high significant level of items under the work-life balance variable. Among items, high loading items are having enough time to carry out personal matters (0.793), spending more time to fulfill my interest (0.754) and feeling energetic after work (0.753).

#### **4.3.5 Employee Autonomy**

Initially, total seven items are included in employee autonomy variables. The results of factor analysis show only five items are summarized as factor 5 because two items were also included in another separate factor. Therefore, this item was taken out from the rest of factors. The deleted are “providing necessary facilities to correct the incident errors” and “making some decision without report to top level”. The detailed result of factor analysis for employee autonomy variable is shown in Table 4.13.

**Table 4.13 Employee Autonomy**

<b>Factors and items loaded in each factor</b>	<b>Factor 5</b>
<b>Employee Autonomy</b>	
(1) Allowing participation regardless of positions	0.738
(2) Providing activities for employees' pleasure	0.810
(3) Allowing participation not commanding	0.817
(4) Using employee suggestion system	0.715
(5) Providing necessary facilities to correct the errors	0.686
Eigenvalue	2.850
Kaiser-Meyer-Olkin measure of sampling adequacy	0.600
Cronbach's alpha	0.810

Source: Survey Data (2016)

Based on the results of Table 4.13, the eigenvalue is more than 1, factor loading of all items are greater than 0.6 and also Cronbach's alpha is more than 0.6. Therefore, it is inferred that all items included in employee autonomy are found to have significant loadings. Among them, allow participation not commanding (0.817) and provide rules for employee satisfaction (0.810) are highest loadings in factor 5.

#### **4.3.6 Affective Commitment**

Total number of items under the affective commitment variable is eight items. Factor analysis filtered the unrelated items and remaining five items summarized as a factor 6. There was one item which factor loadings was less than standard number. Thus, it was deleted from affective commitment. The deleted item is "strong sense of belonging to my organization". Moreover, the results of factor analysis pointed out that another two items were not relevant under this factor 6. Therefore, these two items were deleted from this factor 6. The first deleted item is "easily attachment to other organization" and the second deleted item is "emotionally attached to this organization". The result of factor analysis for affective commitment is shown in Table 4.14.

**Table 4.14 Affective Commitment**

<b>Factors and items loaded in each factor</b>	<b>Factor 6</b>
<b>Affective Commitment</b>	
(1) Very happy to spend the rest of my career with this organization	0.812
(2) Enjoying discussing about my organization	0.595
(3) Feeling the organization's problems as my owns	0.672
(4) Feeling like part of the family	0.777
(5) A great deal of personal meaning	0.547
Eigenvalue	2.369
Kaiser-Meyer-Olkin measure of sampling adequacy	0.670
Cronbach's alpha	0.710

Source: Survey Data (2016)

As shown in Table 4.14, the eigenvalue is more than 1 and Cronbach's alpha is 0.71. Therefore, this result can be supported to significant level of items under affective commitment variable, especially the item regularly employees are very happy to spend the rest of their career with the organization (0.812).

#### **4.3.7 Continuance Commitment**

Total number of items under the continuance commitment variable is eight items. Factor analysis filtered the unrelated items and remaining five items summarized as a factor 7. There was one item which factor loadings was less than standard number. Thus, it was deleted from continuance commitment. The deleted item is "very few options to consider leaving this organization". Moreover, the results of factor analysis pointed out that another two items were not relevant under this factor 7. The deleted items are "quitting their job without having another one" and "too costly for them to leave their organization now". Therefore, these three items were deleted from this factor 7. The result of factor analysis for affective commitment is shown in Table 4.15.

**Table 4.15 Continuanace Commitment**

<b>Factors and items loaded in each factor</b>	<b>Factor 7</b>
<b>Continuance Commitment</b>	
(1) Very hard for me to leave my organization right now	0.550
(2) Disrupting if I decided to leave my organization now	0.730
(3) Staying with my organization is a matter of necessity	0.796
(4) Leaving organization would be scarcity of available alternatives	0.856
(5) Leaving would require considerable personal sacrifice	0.778
Eigenvalue	2.811
Kaiser-Meyer-Olkin measure of sampling adequacy	0.760
Cronbach's alpha	0.800

Source: Survey Data (2016)

As shown in Table 4.15, the eigenvalue is more than 1 and Cronbach's alpha is 0.8. Therefore, this result can be supported to significant level of items under continuance commitment variable especially the item of "leaving organization would be scarcity of available alternatives" (0.856).

#### **4.3.8 Normative Commitment**

Total number of items under the normative commitment variable is eight items. Factor analysis filtered the unrelated items and remaining six items summarized as a factor 8. The results of factor analysis pointed out that another two items were not relevant under this factor 8. Therefore, these two items were deleted from this factor 8. The deleted items are "employees think that people these days move from company to company too often" and "employee do not believe that a person must always be loyal to his or her organization". The result of factor analysis for normative commitment is shown in Table 4.16.

**Table 4.16 Normative Commitment**

<b>Factors and items loaded in each factor</b>	<b>Factor 8</b>
<b>Normative Commitment</b>	
(1) Jumping from organization to organization does not seem at all unethical	0.607
(2) Loyalty is important and feeling a sense of moral obligation to remain	0.780
(3) Leaving my organization because of a better job elsewhere	0.704
(4) Believing in the value of remaining loyal to one organization	0.669
(5) Staying in organization for more of their careers is better	0.574
(6) A company man or company woman is sensible anymore	0.583
Eigenvalue	1.959
Kaiser-Meyer-Olkin measure of sampling adequacy	0.600
Cronbach's alpha	0.600

Source: Survey Data (2016)

As shown in Table 4.16, the eigenvalue is more than 1 and Cronbach's alpha is 0.6. Therefore, this result can be supported to significant level of items under normative commitment variable especially the factor regarding "loyalty is important and feeling a sense of moral obligation to remain" (0.780).

#### **4.4 Employee Perception on Internal Corporate Social Responsibility**

In this section, employee perceptions on five dimensions of internal corporate social responsibility are analyzed. These five dimensions are compensation and benefits, training and development, health and safety, work-life balance, and employee autonomy. Regarding these dimensions, respondents are asked to rate their level of agreement on each statement, and then mean value for the dimension is calculated. For this purpose, five to eight statements are used in the study and five-point Likert scales are applied.

Taking into consideration that the scale used for internal corporate social responsibility dimensions is 1 to 5 where 3 is the middle point; the high averaging scores might suggest that the employees have high perception on these dimensions. It means employees believe that their bank practices the internal corporate social



responsibility aspects for them. The higher the score, the greater the level of employees' perception on the internal corporate social responsibility practices of the bank to them. The analysis is presented in Table 4.17.

**Table 4.17 Employee Perception on Internal Corporate Social Responsibility**

<b>Variables</b>	<b>Mean</b>	<b>Standard Deviation</b>	<b>Level of Perception</b>
Training and Development	3.58	0.54	High
Employee Autonomy	3.56	0.66	High
Compensation and Benefits	3.31	0.69	Moderate
Work-life Balance	2.99	0.65	Moderate
Health and Safety	2.94	0.73	Moderate
<b>Total Internal Corporate Social Responsibility</b>	<b>3.28</b>	<b>0.65</b>	<b>Moderate</b>

Source: Survey Data (2016)

In this study, five-point Likert scale is used to indicate the level of respondent to all items (1= strongly disagree to 5 = strongly agree). Thus, the mean values of all variables were further categorized into three levels of perception on internal corporate social responsibility. Mean value of less than 2.00 was categorized as low level perception; mean value between 2.00 and less than 3.50 was moderate level perception and mean value of 3.50 or above was categorized as high level of perception. This categorization is based on Sekaran (2003). According to descriptive statistics, most of the respondents agree upon the fact that their banks use the training and development as highest internal corporate social responsibility, representing 3.58 overall score. Another, internal corporate social responsibility practices that employees perceived they received from the bank are employee autonomy. Thus, it can be concluded that the private banks in Myanmar focuses the most on training and development, followed by, employee autonomy. Other internal corporate social responsibility practices such as compensation and benefits, work-life balance, and health and safety are perceived as moderately offered. On average, from the employee point of view the private banks in Myanmar adopt internal corporate social responsibility practices to a moderate level.

#### 4.5 Effects of Internal Corporate Social Responsibility Practices on Employee Commitment

Multiple regression analysis is an extension of simple regression analysis which allowing a metric dependent variables to be predicted by multiple independent variables. Multiple regression analysis is used to analyse the relationship between a single dependent variable and several independent variables. In addition, multiple regression analysis is the most commonly used tool to reveal possible interactions among the independent and dependent variables. To ensure that regression analysis is valid, this study uses the five known assumptions multiple regressions namely; linearity, heteroscedasticity, normality, multicollinearity, and outliers. Generally, multiple regressions are used to test the relationship between dependent variable and independent variables.

Thus in this study, the dependent variables (affective commitment/ continuance commitment/ normative commitment) are explained by five independent variables (compensation and benefits, training and development, health and safety, work-life balance, and employee autonomy). This method is used to predict the change in dependent variable in response to changes in the independent variable. Employee commitment (Y) was expressed as a function of internal corporate social responsibilities practices specified in the following regression equation:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5 + \varepsilon$$

whereby,

Y	= Employee Commitment
$\beta_0$	= Constant
$\beta_i$	= Regression Coefficients for Independent Variables $X_i$
$X_1$	= Compensation and Benefits
$X_2$	= Training and Development
$X_3$	= Health and Safety
$X_4$	= Work-life Balance
$X_5$	= Employee Autonomy
$\varepsilon$	= Standard Error Term

Table 4.18 shows mean and standard deviations for the three components of commitment; affective commitment, continuance commitment, and normative commitment. Commitment is measured by five-point Likert scale. The mean values of all variables were further categorized into three levels of commitment. Mean value of less than 2.00 was categorized as low level of commitment; mean value between 2.00 and less than 3.50 was moderate level of commitment, and mean values of 3.50 or higher was categorized as high level of commitment.

**Table 4.18 Employee Perception on Employee Commitment**

<b>Variables</b>	<b>Mean</b>	<b>Standard Deviation</b>	<b>Level of Commitment</b>
Affective Commitment	3.43	0.62	Moderate
Normative Commitment	3.18	0.52	Moderate
Continuance Commitment	3.04	0.77	Moderate
<b>Total Commitment</b>	<b>3.22</b>	<b>0.64</b>	<b>Moderate</b>

Source: Survey Data (2016)

According to Table 4.18, respondents from private banks in Myanmar have the highest on affective commitment, followed by normative commitment, and then continuance commitment. On the whole, the employees from the private banks in Myanmar have moderate level of commitment.

When employee commitment is grouped according to the service life of the banks (above 10 years and lower 10 years), it was found that employees from older banks show higher affective and continuance commitment than those from newer banks. Regarding affective commitment, employees from older banks have mean value of 3.48 and those from newer banks have 3.28. Regarding continuance commitment, employees from older banks have mean value of 3.06 and those from newer banks have 2.96. On the contrary, regarding normative commitment, employees from younger banks have relatively higher mean value than those from the older banks.

Multiple regression analysis is the most commonly used technique to assess the relationship between one dependent variable and several independent variables. The specific various dimensions of internal corporate social responsibility practices are the independent variables for this study. Dependent variables in this study are

employee commitment i.e., affective commitment, continuance commitment and normative commitment. The whole fitness of the regression model is shown by its adjusted R square which gives more accurate information about the share of variation in the dependent variable explained by the variation in the independent variables. In this study, the adjusted R squared, F-value and t-value from SPSS output have been used to interpret the results of multiple regression analysis.

Multiple regression analysis was conducted to test the effect of internal corporate social responsibility practices on employee commitment in private banks in Myanmar. In the regression analysis, three components of employee commitment were regarded as the dependent variables and five dimensions of internal corporate social responsibility practices as independent variables.

**Table 4.19 Effects of Internal Corporate Social Responsibility Practices on Affective Commitment**

Variables	Unstandardized Coefficients		t	Sig.
	B	Std. Error		
(Constant)	.985	.199	4.959	.000
Compensation and Benefits	.316***	.045	6.975	.000
Training and Development	.096	.059	1.618	.107
Health and Safety	.002	.038	0.053	.958
Work-life Balance	-.014	.048	-0.294	.769
Employee Autonomy	.306***	.047	6.469	.000
R <sup>2</sup>	0.390			
Adjusted R <sup>2</sup>	0.381			
F-value	47.736***			
Sig.	0.000			

Source: Survey Data (2016)

Note: \*\*\* indicates that significant at 1 percent level and \*\* indicates that significant at 5 percent level.

Regression analysis was conducted with affective commitment as the dependent variable and five internal corporate social responsibility practices as the independent variables: compensation and benefits, training and development, health and safety, work-life balance, and employee autonomy to private banks in Myanmar. Results of regression analysis indicate that much of the variation in the dependent

variable is explained with adjusted  $R^2$  of 0.381 and F-value 47.736 ( $p < 0.01$ ) with five independent variable. Adjusted  $R^2$  of 0.381 reveals that 38 percent of total variance of affective commitment is explained by internal corporate social responsibility practices.

According to Table 4.19, compensation and benefits, and employee autonomy emerged as the most significant variables in explaining the variables in affective commitment. Training and development, health and safety, and work-life balance are insignificant variables in explaining the variance in affective commitment. It is of interest to note that only two dimensions of internal corporate social responsibility practices emerged as significant predictors of affective commitment in the case of private banks in Myanmar. They are compensation and benefits, and employee autonomy. In addition, multiple regression results indicated the ranking of the sources to understand the important and greater impact of sources on affective commitment. The higher the standardized coefficient beta brings the higher the effect and contribution on affective commitment. Compensation and benefits had the strongest effect on affective commitment with standardized coefficient beta of 0.316.

Then, the second multiple regression analysis is performed to examine the effect on continuance commitment. In this test, independent variables are compensation and benefits, training and development, health and safety, work-life balance, and employee autonomy and dependent variable is continuance commitment. The results are presented in Table 4.20.

**Table 4.20 Effects of Internal Corporate Social Responsibility Practices on Continuance Commitment**

Variables	Unstandardized Coefficients		t	Sig.
	B	Std. Error		
(Constant)	.404	.248	1.776	.077
Compensation and Benefits	.469***	.057	8.293	.000
Training and Development	-.083	.074	-1.130	.259
Health and Safety	-.055	.048	-1.147	.252
Work-life Balance	.066	.060	1.091	.276
Employee Autonomy	.370***	.059	6.273	.000
R <sup>2</sup>	0.382			
Adjusted R <sup>2</sup>	0.373			
F-value	46.145***			
Sig.	0.000			

Source: Survey Data (2016)

Note: \*\*\* indicates that significant at 1 percent level and \*\* indicates that significant at 5 percent level.

Results of regression analysis indicate that much of the variation in the dependent variable is explained with adjusted R<sup>2</sup> of 0.373 and F-value 46.145 (p<0.01) with five independent variables. This figure reveals that 37.3 percent of total variance of continuance commitment is explained by internal corporate social responsibility practices.

According to Table 4.20, compensation and benefits, and employee autonomy emerged as the significant variables in explaining the variance in continuance commitment. Training and development, health and safety, and work-life balance are insignificant variables in explaining the variance in continuance commitment. It is of interest to note that only two dimensions of internal corporate social responsibility practices emerged as the predictor of continuance commitment in the case of private banks in Myanmar. Compensation and benefits had the strongest effect on continuance commitment with a standardized coefficient beta of 0.469.

Then, the final multiple regression analysis is performed to examine the effect on normative commitment. In this test independent variables are compensation and benefits, training and development, health and safety, work-life balance, and

employee autonomy and dependent variable is normative commitment. The results are presented in Table 4.21.

**Table 4.21 Effects of Internal Corporate Social Responsibility Practices on Normative Commitment**

Variables	Unstandardized Coefficients		t	Sig.
	B	Std. Error		
(Constant)	1.655	.181	9.142	.000
Compensation and Benefits	.313***	.041	7.566	<b>.000</b>
Training and Development	.028	.054	0.528	.598
Health and Safety	-.038	.035	-1.091	.276
Work-life Balance	.002	.044	0.055	.956
Employee Autonomy	.141***	.043	3.275	<b>.001</b>
R <sup>2</sup>	0.280			
Adjusted R <sup>2</sup>	0.271			
F-value	29.119***			
Sig.	0.000			

Source: Survey Data (2016)

Note: \*\*\* indicates that significant at 1 percent level and \*\* indicates that significant at 5 percent level.

Results of regression analysis indicate adjusted R<sup>2</sup> of 0.271 and F-value 29.119 (p<0.01) with five independent variables. Adjusted R<sup>2</sup> of 0.271 reveals that 27.1 percent of total variance of continuance commitment is explained by internal corporate social responsibility practices. That is five independent variables in the model accounts for 27.1 percent of total variance in dependent variable: normative commitment.

According to Table 4.21, compensation and benefits, and employee autonomy emerged as the most significant variables in explaining the variance in normative commitment. These two practices are significant at one percent significant level. Training and development, health and safety, and work-life balance practices are insignificant variables in explaining the variance in normative commitment in private banks in Myanmar. It is of interest to note that two dimension of internal corporate social responsibility practices emerged as the predictors of normative commitment in the case of private banks in Myanmar. They are compensation and benefits, and

employee autonomy. Compensation and benefits has the strongest effect on normative commitment with a standardized coefficient beta of 0.313.

#### **4.6 Moderating Effects of Demographic Variables on Employee Commitment**

The moderation effect analysis was carried out using hierarchical multiple regression (Coakes, Steed, & Price, 2008). The hierarchical multiple regressions has been advocated as more appropriate method for determining whether a quantitative variable has a moderating effect on the relationship between two other quantitative variables (Baron & Kenny, 1986; Cramer & Ebrary, 2003). In this method, the orders in which independent variables are entered into the regression equation were known, and were based on logical or theoretical considerations (Tabachnick & Fidell, 2001; Yiing & Ahmad, 2009).

The following steps were followed for moderation analysis;

In order to perform the hierarchical multiple regression, the categorical moderating variables were coded using dummy coding technique, which in turn, makes it is easy to implement, and makes the interpretation of the results relatively straightforward (Aguinis, 2004). The moderating variables; gender, education, positions, and working experience were coded as indicated Table 4.22.



**Table 4.22 Dummy Variables of Demographic Variables**

	<b>Moderating Variable</b>	<b>Dummy 1</b>	<b>Dummy 2</b>	<b>Dummy 3</b>	<b>Dummy 4</b>
1	<b>Gender</b>				
	Male	0			
	Female	1			
2	<b>Education Level</b>				
	Middle school	1	0	0	
	High school	0	1	0	
	University Graduate	0	0	1	
	Master	0	0	0	
3	<b>Position</b>				
	Executive level	1			
	Non-executive level	0			
4	<b>Working Experience</b>				
	1-3 years	1	0	0	0
	4-6 years	0	1	0	0
	7-9 years	0	0	1	0
	10-12 years	0	0	0	1
	More than 12 years	0	0	0	0

Source: Identification based on SPSS for Intermediate Statistics, 2<sup>nd</sup> edition (2005)

As recommended by Cohen, Cohen, West & Aiken (2003), the two-step hierarchical multiple regressions analysis was performed to examine the moderating effect of each moderating variable on the relationship between each independent and dependent variable. In the first step, the main effects represented by independent and moderator variables were entered. In the second step, the moderation effects (Baron & Kenny, 1986), also known as interaction variables were computed as products of independent and moderator variables were entered in the equation. Moderation effects were determined based on following criteria;

- (1) A moderating variable ( $X_6$ ) is a moderator of an independent ( $X_1$ ), dependent variable (Y) relationship if there is an interaction between the independent variable ( $X_1$ ) and the moderating variable ( $X_6$ ) as predictors of the dependent variable (Y) is positively significant (Warner, 2008)

- (2) A significant of incremental  $R^2$  (Cohen et al., 2003) in Step 2, indicates the presence of moderation effects (Aguinis, 2004).
- (3) A moderating effect is detected when the regression coefficient of the interaction term is significant and if F statistics in Step 2 also illustrates the significant in the regression model, which, in turn, represents the moderation effects.

The regression model used to test is shown below:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5 + \beta_6 X_6 + \beta_7 X_1 * X_6 + \beta_8 X_2 * X_6 + \beta_9 X_3 * X_6 + \beta_{10} X_4 * X_6 + \beta_{11} X_5 * X_6 + \varepsilon$$

whereby,

Y = Employee Commitment

$\beta_0$  = Constant

$\beta_i$  =Regression Coefficients for Independent Variables  $X_i$

$X_1$  = Compensation and Benefits

$X_2$  = Training and Development

$X_3$  = Health and Safety

$X_4$  = Work-life Balance

$X_5$  = Employee Autonomy

$X_6$  = Demographic Variables

$X_1 * X_6$  = Compensation and Benefits \* Demographic Variables

$X_2 * X_6$  = Training and Development \* Demographic Variables

$X_3 * X_6$  = Health and Safety \* Demographic Variables

$X_4 * X_6$  = Work-life Balance \* Demographic Variables

$X_5 * X_6$  = Employee Autonomy \* Demographic Variables

$\varepsilon$  = Standard Error Term

Regression analysis was conducted with affective commitment as the dependent variable, five internal corporate social responsibility practices as the independent variables: compensation and benefits, training and development, health and safety, work-life balance, and employee autonomy and gender as moderating variable. The results are presented in Table 4.23.

**Table 4.23 Moderating Effects of Gender on Affective Commitment**

Variables	Unstandardized Coefficients		t	Sig.
	B	Std. Error		
(Constant)	.289	.383	.754	.451
Compensation and Benefits	.299***	.055	5.457	.000
Training and Development	.100	.070	1.435	.152
Health and Safety	-.076	.055	-1.390	.165
Work-life Balance	.020	.058	.342	.732
Employee Autonomy	.283***	.056	5.086	.000
Gender	-.974**	.440	-2.211	.028
Compensation and Benefits * Gender	.058	.105	.574	.584
Training and Development * Gender	.081	.132	.615	.539
Health and Safety * Gender	.133	.100	1.334	.183
Work-life Balance * Gender	-.063	.118	-.535	.593
Employee Autonomy * Gender	.063	.115	.547	.585
R <sup>2</sup>	0.405			
R <sup>2</sup> Change	0.011			
F-value	22.804***			
Sig.	0.000			

Source: Survey Data (2016)

Note: \*\*\* indicates that significant at 1 percent level and \*\* indicates that significant at 5 percent level.

As shown in Table 4.23, as a moderating factor, gender does not have moderating effect on the relationship between internal corporate social responsibility practices and affective commitment. There is no significant increment of R<sup>2</sup> (R<sup>2</sup> Change) after adding the interaction of gender to the regression models. Thus, the study suggests that whether the respondent is male or female, their perceived internal corporate social responsibility practice has no impact on their affective commitment.

Regression analysis was conducted with continuance commitment as the dependent variable, five internal corporate social responsibility practices as the independent variables: compensation and benefits, training and development, health and safety, work-life balance, and employee autonomy and gender as moderating variable. The results are presented in Table 4.24.

**Table 4.24 Moderating Effects of Gender on Continuance Commitment**

Variables	Unstandardized Coefficients		t	Sig.
	B	Std. Error		
(Constant)	.560	.467	1.198	.232
Compensation and Benefits	.384***	.067	5.736	.000
Training and Development	.093	.085	1.092	.276
Health and Safety	-.001	.067	-.019	.985
Work-life Balance	-.022	.071	-.314	.754
Employee Autonomy	.304***	.068	4.477	.000
Gender	-.085	.538	-.159	.874
Compensation and Benefits * Gender	.195	.128	1.516	.130
Training and Development * Gender	-.562***	.161	-3.492	.000
Health and Safety * Gender	-.077	.122	-.637	.525
Work-life Balance * Gender	.366**	.144	2.338	.020
Employee Autonomy * Gender	.104	.141	.739	.460
R <sup>2</sup>	0.423			
R <sup>2</sup> Change	0.034			
F-value	24.512***			
Sig.	0.000			

Source: Survey Data (2016)

Note: \*\*\* indicates that significant at 1 percent level and \*\* indicates that significant at 5 percent level.

Results of regression analysis indicate that much of the variation in the dependent variable is explained with R<sup>2</sup> change of 0.034 and F-value 24.512 with five independent variables: The moderating affect of gender explains 3.4 percent of variance in continuance commitment above and beyond the variance explained by internal corporate social responsibility practices and gender.

According to Table 4.24, for gender as moderator, it has a significant effect on the relationship between two internal corporate social responsibility practices: training and development, and work-life balance and continuance commitment. There is a negative and significant moderating effect of gender on relationship between training and development and continuance commitment. There is a positive

and significant moderating effect of gender on relationship between work-life balance and continuance commitment.

The study suggests that if male respondents are provided with training for them, they will have more continuance commitment than female respondents. Thus, the bank should provide more training to male respondent to attract them since they have high need for achievement. Most of the male respondents may demand new skills and knowledge to make career development, thus they need training in their work. On the other hand, female respondents have more demand on work-life balance since they are responsible for domestic affairs in their home. Thus the analysis suggests that gender has moderating effect on the relationship between work-life balance and continuance commitment. The female staffs in the private banks will not quit their job if the bank provides work-life balance programme for them.

**Table 4.25 Moderating Effects of Gender on Normative Commitment**

Variables	Unstandardized Coefficients		t	Sig.
	B	Std. Error		
(Constant)	1.931	.330	5.844	.000
Compensation and Benefits	.241***	.047	5.087	.000
Training and Development	.233***	.060	3.879	.000
Health and Safety	-.090	.047	-1.905	.057
Work-life Balance	.041	.050	.827	.409
Employee Autonomy	.039	.048	.804	.422
Gender	-.298	.380	-.785	.433
Compensation and Benefits * Gender	.206**	.091	2.274	.024
Training and Development * Gender	-.527***	.114	-4.635	.000
Health and Safety * Gender	.058	.086	.671	.503
Work-life Balance * Gender	-.004	.102	-.044	.965
Employee Autonomy * Gender	.150	.100	1.506	.133
R <sup>2</sup>	0.371			
R <sup>2</sup> Change	0.042			
F-value	19.711***			
Sig.	0.000			

Source: Survey Data (2016)

Note: \*\*\* indicates that significant at 1 percent level and \*\* indicates that significant at 5 percent level.

Results of regression analysis indicate that much of the variation in the dependent variable is explained with  $R^2$  change of 0.042 and F-value 19.711 with five independent variables: i.e. compensation and benefits, training and development, health and safety, work-life balance and employee autonomy. The moderating effect of gender explains 4.2 percent of total variance in normative commitment above and beyond the variance explained by internal corporate social responsibility practices and gender.

According to Table 4.25, for gender as moderator, it has a significant effect on the relationship between two dimensions of internal corporate social responsibility practices: compensation and benefits, and training and development and normative commitment. There is a positive and significant moderating effect of gender on relationship between compensation and benefits and normative commitment. There is a negative and significant moderating effect of gender on relationship between training and development and normative commitment.

The study suggests that if female respondents have more compensation and benefits to increase their normative commitment. Thus, the analysis suggests that gender has moderating effect on the relationship between compensation and benefits and normative commitment. The female staffs in the private banks will not quit their job if the bank provides higher compensation and benefits. On the other hand, male respondents are provided training for them; they will have more normative commitment than female respondents. Thus, the bank should provide more training to male respondent to increase their normative commitment. Most of the male respondents may demand new skills and knowledge to make career development, thus they need training in their work. If the bank provides necessary training for male respondents, they will be more willingly to contribute for the organization.

**Table 4.26 Moderating Effects of Education Level on Affective Commitment**

Variables	Unstandardized Coefficients		t	Sig.
	B	Std. Error		
(Constant)	2.363	.862	2.742	.006
Compensation and Benefits	.194	.145	.1.333	.183
Training and Development	.101	.205	.493	.622
Health and Safety	-.197	.135	-1.461	.145
Work-life Balance	.025	.159	.160	.873
Employee Autonomy	.113	.157	.721	.471
Education 1	.268	.497	.540	.590
Education 2	.097	1.299	.075	.940
Education 3	-1.439	.883	-1.629	.104
Compensation and Benefits * Education 3	.153	.153	.995	.320
Training and Development * Education 3	-.024	.214	-.112	.911
Health and Safety * Education 3	.187	.143	1.301	.194
Work-life Balance * Education 3	-.036	.168	-.213	.831
Employee Autonomy * Education 2	-.184	.476	-.387	.699
Employee Autonomy * Education 3	.213	.164	1.297	.195
R <sup>2</sup>	0.416			
R <sup>2</sup> Change	0.018			
F-value	18.600***			
Sig.	0.000			

Source: Survey Data (2016)

Note: \*\*\* indicates that significant at 1 percent level and \*\* indicates that significant at 5 percent level.

As shown in Table 4.26, for education level as moderator, it does not have moderation effect on the relationship between internal corporate social responsibility practices and affective commitment. There is no significant increment of R<sup>2</sup> (R<sup>2</sup> Change) after adding the interaction of education level to the regression models. Thus, the study suggests that respondents' education level has no effect on their affective commitment level.

**Table 4.27 Moderating Effects of Education Level on Continuance Commitment**

Variables	Unstandardized Coefficients		t	Sig.
	B	Std. Error		
(Constant)	1.622	1.067	1.520	.129
Compensation and Benefits	.070	.180	.390	.696
Training and Development	-.185	.254	-.728	.467
Health and Safety	.292	.167	1.747	.082
Work-life Balance	-.020	.197	-.103	.918
Employee Autonomy	.221	.194	1.141	.255
Education 1	.473	.615	.769	.442
Education 2	-1.435	1.608	-.893	.373
Education 3	-1.262	1.094	-1.154	.249
Compensation and Benefits * Education 3	.459**	.190	2.421	<b>.016</b>
Training and Development * Education 3	.071	.265	.266	.790
Health and Safety * Education 3	-.378**	.178	-2.127	<b>.034</b>
Work-life Balance * Education 3	.089	.208	.428	.669
Employee Autonomy * Education 2	.428	.589	.726	.468
Employee Autonomy * Education 3	.176	.203	.865	.388
R <sup>2</sup>	0.418			
R <sup>2</sup> Change	0.022			
F-value	18.723***			
Sig.	0.000			

Source: Survey Data (2016)

Note: \*\*\* indicates that significant at 1 percent level and \*\* indicates that significant at 5 percent level.

According to Table 4.27, for education level as moderator, it has a significant effect on the relationship between two dimensions of internal corporate social responsibility practices and continuance commitment. There is a positive and significant moderating effect of education level on relationship between compensation and benefits and continuance commitment. It means that for respondents with higher education level, the relationship between compensation and benefits and continuance commitment. This is because respondents with higher education have higher salary than other respondents. There is a negative and significant moderating effect of



education level on relationship between health and safety and continuance commitment. It implies that health and safety is more important for those respondents with low level of education to increase continuance commitment.

**Table 4.28 Moderating Effects of Education Level on Normative Commitment**

Variables	Unstandardized Coefficients		t	Sig.
	B	Std. Error		
(Constant)	1.503	.782	1.923	.055
Compensation and Benefits	.072	.132	.543	.587
Training and Development	.193	.186	1.037	.300
Health and Safety	.223	.122	1.824	.069
Work-life Balance	.113	.114	.781	.435
Employee Autonomy	-.084	.142	-.591	.555
Education 1	-.027	.451	-.060	.952
Education 2	-.010	1.178	-.008	.993
Education 3	.086	.801	.107	.915
Compensation and Benefits * Education 3	.290**	.139	2.083	<b>.038</b>
Training and Development * Education 3	-.166	.194	-.853	.394
Health and Safety * Education 3	-.353***	.130	-2.717	<b>.007</b>
Work-life Balance * Education 3	-.079	.152	-.520	.603
Employee Autonomy * Education 2	-.010	.432	-.023	.981
Employee Autonomy * Education 3	.250	.149	1.675	.095
R <sup>2</sup>	0.319			
R <sup>2</sup> Change	0.028			
F-value	12.191***			
Sig.	0.000			

Source: Survey Data (2016)

Note: \*\*\* indicates that significant at 1 percent level and \*\* indicates that significant at 5 percent level.

According to Table 4.28, for education level as moderator, it has a significant effect on the relationship between two dimensions of internal corporate social responsibility practices: compensation and benefits, and health and safety and normative commitment. There is a positive and significant moderating effect of education level on relationship between compensation and benefits and normative

commitment. There is a negative and significant moderating effect of education level on relationship between health and safety and normative commitment. The study identifies that for respondents with higher education level, the relationship between compensation and benefits and normative commitment. This is because respondents with higher education have higher salary than other respondents. There is a negative and significant moderating effect of education level on relationship between health and safety and normative commitment. It implies that health and safety is more important for those respondents with low level of education to increase normative commitment.

**Table 4.29 Moderating Effects of Position on Affective Commitment**

Variables	Unstandardized Coefficients		t	Sig.
	B	Std. Error		
(Constant)	.625	.228	2.745	.006
Compensation and Benefits	.266***	.055	4.835	.000
Training and Development	.160**	.068	2.353	.019
Health and Safety	.053	.055	.969	.333
Work-life Balance	-.005	.062	-.087	.930
Employee Autonomy	.327***	.057	5.714	.000
Position	.933**	.405	2.305	.022
Compensation and Benefits * Position	.223**	.101	2.198	.029
Training and Development * Position	-.195	.128	-1.519	.130
Health and Safety * Position	-.273***	.102	-2.686	.008
Work-life Balance * Position	.028	.103	.269	.788
Employee Autonomy * Position	-.050	.099	-.499	.618
R <sup>2</sup>	0.420			
R <sup>2</sup> Change	0.021			
F-value	24.209***			
Sig.	0.000			

Source: Survey Data (2016)

Note: \*\*\* indicates that significant at 1 percent level and \*\* indicates that significant at 5 percent level.

According to Table 4.29, for position as moderator, it has a significant effect on the relationship between two dimensions of internal corporate social responsibility

practices: compensation and benefits, and health and safety. There is a positive and significant moderating effect of position on relationship between compensation and benefits and affective commitment. There is a negative and significant moderating effect of position on relationship between health and safety and affective commitment. The study identifies that for respondents with higher position, the relationship between compensation and benefits and affective commitment. This is because respondents with higher position may demand higher salary than other respondents. There is a negative and significant moderating effect of position on relationship between health and safety and affective commitment. It implies that health and safety is more important for those respondents with low position to increase affective commitment.

**Table 4.30 Moderating Effects of Position on Continuance Commitment**

Variables	Unstandardized Coefficients		t	Sig.
	B	Std. Error		
(Constant)	.224	.287	.780	.436
Compensation and Benefits	.463***	.069	6.684	.000
Training and Development	-.119	.085	-1.394	.164
Health and Safety	-.110	.069	-1.601	.110
Work-life Balance	.096	.079	1.216	.225
Employee Autonomy	.496***	.072	6.900	.000
Position	.558	.510	1.096	.274
Compensation and Benefits * Position	-.011	.128	-.083	.934
Training and Development * Position	.097	.161	.601	.548
Health and Safety * Position	.201	.128	1.573	.117
Work-life Balance * Position	-.104	.130	-.795	.427
Employee Autonomy * Position	-.336***	.125	-2.692	.007
R <sup>2</sup>	0.402			
R <sup>2</sup> Change	0.019			
F-value	22.448***			
Sig.	0.000			

Source: Survey Data (2016)

Note: \*\*\* indicates that significant at 1 percent level and \*\* indicates that significant at 5 percent level.

According to Table 4.30, for position as moderator, it has a significant effect on the relationship between employee autonomy and continuance commitment. There is a negative and significant moderating effect of position on relationship between employee autonomy and continuance commitment. It implies that autonomy is very crucial for low position respondents. If they have autonomy in their work, they will have more willingness to stay at work for long time and they will not quit the job. For higher position respondents, they have already position power and thus autonomy has no matter for them to increase continuance commitment.

**Table 4.31 Moderating Effects of Position on Normative Commitment**

Variables	Unstandardized Coefficients		t	Sig.
	B	Std. Error		
(Constant)	1.331	.208	6.385	.000
Compensation and Benefits	.333***	.050	6.626	.000
Training and Development	.079	.062	1.269	.205
Health and Safety	-.148***	.050	-2.949	.003
Work-life Balance	.091	.057	1.592	.112
Employee Autonomy	.176***	.052	3.373	.001
Position	.962**	.370	2.596	.010
Compensation and Benefits * Position	-.062	.093	-.671	.502
Training and Development * Position	-.129	.117	-1.103	.271
Health and Safety * Position	.189**	.093	2.033	.043
Work-life Balance * Position	-.181	.095	-1.914	.056
Employee Autonomy * Position	-.086	.091	-.946	.345
R <sup>2</sup>	0.310			
R <sup>2</sup> Change	0.023			
F-value	15.061***			
Sig.	0.000			

Source: Survey Data (2016)

Note: \*\*\* indicates that significant at 1 percent level and \*\* indicates that significant at 5 percent level.

According to Table 4.31, for position as moderator, it has a significant effect on the relationship between health and safety and normative commitment. There is a positive and significant moderating effect of position on relationship between health

and safety and normative commitment. It implies that health and safety programme is more important for higher position respondents to increase their normative commitment. Since higher position respondents are more ethically responsible for their banks if the bank provides health and safety programme for them.

**Table 4.32 Moderating Effects of Working Experience on Affective Commitment**

Variables	Unstandardized Coefficients		t	Sig.
	B	Std. Error		
(Constant)	1.496	.680	2.199	.029
Compensation and Benefits	.296**	.139	2.134	<b>.034</b>
Training and Development	.193	.236	.818	.414
Health and Safety	-.072	.172	-.420	.675
Work-life Balance	-.119	.181	-.659	.511
Employee Autonomy	.277	.170	1.630	.104
Working Experience 1	-.591	.725	-.815	.416
Working Experience 2	-.516	.766	-.674	.501
Working Experience 3	-.377	2.764	-.137	.891
Working Experience 4	-4.319	3.124	-1.382	.168
Compensation and Benefits * Working Experience 1	.036	.153	.236	.814
Compensation and Benefits * Working Experience 2	-.078	.162	-.482	.630
Compensation and Benefits * Working Experience 3	.252	.434	.582	.561
Compensation and Benefits * Working Experience 4	.399	.734	.543	.587
Training and Development * Working Experience 1	-.134	.248	-.540	.590
Training and Development * Working Experience 2	-.013	.258	-.052	.958

Cont'd

Variables	Unstandardized Coefficients		t	Sig.
	B	Std. Error		
Training and Development * Working Experience 3	-1.070	.936	-1.142	.254
Training and Development * Working Experience 4	.359	1.253	.287	.775
Health and Safety * Working Experience 1	.082	.181	.454	.650
Health and Safety * Working Experience 2	.048	.193	.248	.804
Health and Safety * Working Experience 3	.234	.308	.759	.448
Health and Safety * Working Experience 4	-.584	1.431	-.408	.684
Work-life Balance * Working Experience 1	.106	.193	.550	.583
Work-life Balance * Working Experience 2	.259	.205	1.265	.207
Work-life Balance * Working Experience 3	.798	.773	1.032	.303
Work-life Balance * Working Experience 4	.601	.853	.705	.481
Employee Autonomy * Working Experience 1	.052	.183	.286	.775
Employee Autonomy * Working Experience 2	-.079	.189	-.417	.677
Employee Autonomy * Working Experience 3	-.036	.433	-.083	.934
Employee Autonomy * Working Experience 4	.392	.593	.661	.509
R <sup>2</sup>	0.444			
R <sup>2</sup> Change	0.031			
F-value	9.624***			
Sig.	0.000			

Source: Survey Data (2016)

Note: \*\*\* indicates that significant at 1 percent level and \*\* indicates that significant at 5 percent level.

As shown in Table 4.32, working experience as moderator, it does not have moderation effect on the relationship between working experience and affective commitment. There is no significant increment of  $R^2$  ( $R^2$  Change) after adding the interaction of working experience to the regression models. Thus, the study suggests that whether the respondents have high or low working experience, their perceived internal corporate social responsibility practices have no impact on their affective commitment.

**Table 4.33 Moderating Effects of Working Experience on Continuance Commitment**

Variables	Unstandardized Coefficients		t	Sig.
	B	Std. Error		
(Constant)	2.365	.846	2.795	.005
Compensation and Benefits	.169	.172	.987	.329
Training and Development	-.336	.294	-1.145	.253
Health and Safety	.023	.213	.109	.913
Work-life Balance	.082	.225	.363	.717
Employee Autonomy	.315	.212	1.486	.138
Working Experience 1	-2.133**	.902	-2.365	<b>.019</b>
Working Experience 2	-1.920**	.953	-2.016	<b>.045</b>
Working Experience 3	.397	3.439	.116	.908
Working Experience 4	-6.789	3.887	-1.746	.082
Compensation and Benefits * Working Experience 1	.300	.190	1.580	.115
Compensation and Benefits * Working Experience 2	.342	.202	1.697	.091
Compensation and Benefits * Working Experience 3	.247	.540	.458	.647
Compensation and Benefits * Working Experience 4	.582	.913	.638	.524
Training and Development * Working Experience 1	.327	.309	1.059	.290
Training and Development * Working Experience 2	.137	.321	.427	.670
Training and Development * Working Experience 3	-1.259	1.165	-1.080	.281

Cont'd

Variables	Unstandardized Coefficients		t	Sig.
	B	Std. Error		
Training and Development * Working Experience 4	1.216	1.559	.780	.436
Health and Safety * Working Experience 1	-.021	.226	-.094	.925
Health and Safety * Working Experience 2	-.164	.240	-.684	.494
Health and Safety * Working Experience 3	.204	.383	.532	.595
Health and Safety * Working Experience 4	-1.340	1.781	-.752	.452
Work-life Balance * Working Experience 1	-.178	.240	-.742	.458
Work-life Balance * Working Experience 2	.182	.255	.713	.476
Work-life Balance * Working Experience 3	1.824	.962	1.896	.059
Work-life Balance * Working Experience 4	1.066	1.062	1.004	.316
Employee Autonomy * Working Experience 1	.126	.228	.555	.579
Employee Autonomy * Working Experience 2	.019	.235	.079	.937
Employee Autonomy * Working Experience 3	-.995	.538	-1.848	.065
Employee Autonomy * Working Experience 4	.338	.738	.458	.674
R <sup>2</sup>	0.439			
R <sup>2</sup> Change	0.056			
F-value	9.460***			
Sig.	0.000			

Source: Survey Data (2016)

Note: \*\*\* indicates that significant at 1 percent level and \*\* indicates that significant at 5 percent level.



As shown in Table 4.33, working experience as moderator, it does not have moderation effect on the relationship between internal corporate social responsibility practices and continuance commitment. There is no significant increment of  $R^2$  ( $R^2$  Change) after adding the interaction of working experience to the regression models. Thus, the study suggests that whether the respondents have high or low working experience, their perceived internal corporate social responsibility practices have no impact on their continuance commitment.

**Table 4.34 Moderating Effects of Working Experience on Normative Commitment**

Variables	Unstandardized Coefficients		t	Sig.
	B	Std. Error		
(Constant)	1.737	.620	2.801	.005
Compensation and Benefits	.236	.126	1.870	.062
Training and Development	-.136	.215	-.633	.527
Health and Safety	-.156	.156	-.999	.319
Work-life Balance	.112	.165	.680	.497
Employee Autonomy	.331**	.155	2.134	<b>.034</b>
Working Experience 1	-.171	.661	-.258	.796
Working Experience 2	.423	.698	.606	.545
Working Experience 3	-1.766	2.520	-.701	.484
Working Experience 4	1.188	2.848	.417	.677
Compensation and Benefits * Working Experience 1	.074	.139	.529	.579
Compensation and Benefits * Working Experience 2	.128	.148	.868	.386
Compensation and Benefits * Working Experience 3	.409	.359	1.035	.301
Compensation and Benefits * Working Experience 4	-.276	.669	-.412	.681
Training and Development * Working Experience 1	.294	.226	1.301	.194
Training and Development * Working Experience 2	.045	.235	.190	.849

Cont'd

Variables	Unstandardized Coefficients		t	Sig.
	B	Std. Error		
Training and Development * Working Experience 3	.069	.854	.081	.935
Training and Development * Working Experience 4	-.926	1.143	-.811	.418
Health and Safety * Working Experience 1	.071	.165	.427	.670
Health and Safety * Working Experience 2	-.051	.176	-.290	.772
Health and Safety * Working Experience 3	.386	.281	1.373	.171
Health and Safety * Working Experience 4	.703	1.305	.539	.590
Work-life Balance * Working Experience 1	-.089	.176	-.504	.615
Work-life Balance * Working Experience 2	-.125	.187	-.667	.505
Work-life Balance * Working Experience 3	.004	.705	.006	.995
Work-life Balance * Working Experience 4	-.065	.778	-.084	.933
Employee Autonomy * Working Experience 1	-.265	.167	-1.587	.113
Employee Autonomy * Working Experience 2	-.117	.172	-.677	.499
Employee Autonomy * Working Experience 3	-.233	.394	-.591	.555
Employee Autonomy * Working Experience 4	.404	.541	.747	.456
R <sup>2</sup>	0.344			
R <sup>2</sup> Change	0.044			
F-value	6.316***			
Sig.	0.000			

Source: Survey Data (2016)

Note: \*\*\* indicates that significant at 1 percent level and \*\* indicates that significant at 5 percent level.

As shown in Table 4.34, working experience as moderator, it does not have moderation effect on the relationship between internal corporate social responsibility practices and normative commitment. There is no significant increment of  $R^2$  ( $R^2$  Change) after adding the interaction of working experience to the regression models. Thus, the study suggests that whether the respondents have high or low working experience, their perceived internal corporate social responsibility practices have no impact on their normative commitment.

#### 4.7 Effects of Employee Commitment on their Intention to Stay

Table 4.35 shows mean and standard deviations of the employee intention to stay which is measured by five-point Likert scale on five statements. The mean value is further categorized into three levels of intention. Mean value of less than 2.00 was categorized as low level of intention; mean value between 2.00 and less than 3.50 was moderate level of intention and mean values of 3.50 or higher was categorized as high level of intention.

**Table 4.35 Employee Perception of their Intention to Stay**

Variable	Mean	Standard Deviation	Level of Intention
Intention to Stay	3.55	0.76	High

Source: Survey Data (2016)

Regarding intention to stay, surprisingly, respondents from private banks in Myanmar have the high level of intention to stay.

Final, multiple regression analysis is performed to examine the most influential commitment variables on the employee intention to stay. In the multiple regression analysis, independent variables are affective commitment, continuance commitment and normative commitment as above, and dependent variable is employee intention to stay. The result is presented in Table 4.36.

**Table 4.36 Effects of Employee Commitment on their Intention to Stay**

Variables	Unstandardized Coefficients		t	Sig.
	B	Std. Error		
(Constant)	1.910	.250	7.629	.000
Affective Commitment	.327***	.071	5.210	<b>.000</b>
Continuance Commitment	.182***	.065	2.812	<b>.005</b>
Normative Commitment	-.058	.085	-0.686	.493
R <sup>2</sup>	0.177			
Adjusted R <sup>2</sup>	0.171			
F-value	27.008***			
Sig.	0.000			

Source: Survey Data (2016)

Note: \*\*\* indicates that significant at 1 percent level and \*\* indicates that significant at 5 percent level.

Results of regression analysis indicate that much of the variation in the dependent variable is explained with adjusted R<sup>2</sup> of 0.171 and F-value 27.008 (p<0.01) with five independent variables. Adjusted R<sup>2</sup> of 0.171 reveals that 17.1 percent of total variance of employee intention to stay is explained by employee commitment.

According to Table 4.36, affective commitment and continuance commitment emerged as the significant variables in explaining the variable in employee intention to stay. Normative commitment is insignificant variable in explaining the variance in employee intention to stay since the p-value is greater than 0.05 (p=0.493). It is of interest to note that only two components of employee commitment emerged as significant predictors of employee intention to stay in the case of private banks in Myanmar and that they have the expected sign. They are affective commitment and continuance commitment. Among these factors affective commitment has the most effect on employee intention to stay.

In conclusion, it is found that compensation and benefit, and employee autonomy has significant influence on three dimensions of commitment although all aspects of internal corporate social responsibility have positive correlation with three dimensions of commitment. Most of the private banks in Myanmar have the most

focus on training and development among five dimensions of internal corporate social responsibility. The employees from selected private banks have the highest affective commitment practices among three components of commitment in the study. In general, employees from private banks in Myanmar have moderate level of intention to stay. Affective commitment and continuance commitment show positive and significant relationship on employee intention to stay.

## **CHAPTER 5**

### **CONCLUSION**

The study is conducted with the aim of identifying the employee perception on internal corporate social responsibility practices, the level of employee commitment, the effect of internal corporate social responsibility on employee commitment, moderating effect on the relationship between internal corporate social responsibility practices and commitment, and analyzing the effect of employee commitment on employee intention to stay. Based on the results of the data analysis, this chapter presents the findings and discussion, suggestion and recommendation, and needs for further study.

#### **5.1 Findings and Discussion**

The findings of the study supported the importance of internal corporate social responsibility practices to increase the employee commitment, and then employee intention to stay in the private banks in Yangon. The study identifies the most influential internal corporate social responsibility practices on employee commitment in private banks in Yangon.

As part of preliminary analysis, demographic factors of the respondents in the study are explored according to the variables such as gender, education level, position, and working experience. Among the respondents in the study, the majority of respondents are employees from Kanbawza Bank Ltd. This is because Kanbawza Bank Ltd is the largest bank in Yangon in terms of number of employees. Thus, higher proportion of the sample comes from Kanbawza Bank Ltd. Then, the second largest group is employees from Co-operative Bank Ltd, then followed by Ayeyarwaddy Bank Ltd, Myanmar Apex Bank Ltd, Yoma Bank Ltd, Asia Green Development Bank Ltd, Myawaddy Bank Ltd, Global Treasure Bank Ltd, United Amara Bank Ltd, and Myanmar Oriental Bank Ltd. Regarding gender, it is found that more female respondents participated than the males do. This is not surprising since the nature of the work of banking sector demands more female workers than male

workers and thus the proportion of the former is higher than the latter in a typical branch.

According to education level, majority of respondents are university graduates. This is because that university graduate is threshold qualification of the banking industry. Thus, majority of the respondents in the study are bachelor degree holders. According to the position of the respondents, majority of the respondents are non-executive level. Regarding their working experience, majority of the respondents have less than three years' service, following by respondents who have four to six years' services. Respondents with seven years and more services are only a little proportion of the sample in the study. This is because that the private banking industry is emerging industry in Myanmar. Most of the staff in the banks have short service years in their respective banks.

By using the Statistical Packages for Social Science 22, the collected data are checked for reliability and validity. Some of the items are deleted in the final analysis to strengthen the reliability of the instrument in the study. Regarding the validity, all the independent items in the study have factor loading value of 0.5 and above. Thus, all the items are retained in the final analysis. And the KMO value suggests that the data was appropriate for factor analysis in the study. The overall correlation between all the items was significant in the study.

Then, the study explores perceived internal corporate social responsibility practices in the private banks in Yangon. In the current study, five main dimensions namely; compensation and benefits, training and development, employee autonomy, work-life balance, health and safety are included as the internal corporate social responsibility practices. These practices are measured from the employee point of view in the study. Thus, focus of the study is the employee perception on internal corporate social responsibility practices of the private banks. These practices are measured by using five-point Likert scale item (1=strongly disagree to 5=strongly agree). The higher mean value upon each item suggests that the employees have high perception on internal corporate social responsibility practices.

According to the data, the employees from private banks in Yangon perceived that their banks are conducting high level of training and development, high level of employee autonomy, moderate level of compensation and benefits, moderate level of

work-life balance, moderate level of health and safety. Thus, the private banks in Yangon have moderate level of internal corporate social responsibility practices. This implies that the private banking sector in Yangon makes fair investment in internal corporate social responsibility.

After that the study measures the employee commitment level of private banks in Yangon. Here, the commitments are divided into three components; namely affective commitment, normative commitment, and continuance commitment. To measure the commitment level, the study uses the five-point Likert scale assessing the agreement degree on the given statements (1=strongly disagree to 5 =strongly agree). Thus, the study suggests that the higher mean value, the higher commitment of the employees in the private banks. In comparison of the three components, it is found that continuance commitment is the highest among the employees from private banks in Yangon, followed by affective commitment and then normative commitment. It implies that most of the employees in private banks have the fear of loosing their jobs thus they have to stay with the current organization. Accordingly the study suggests that the private banks should also encourage their employees to experience greater affective commitment to feel more positive and more motivated and experience greater job satisfaction and increase intention to stay. When converting the numerical mean value to level of commitment, all three components of commitment are moderate level in the private banks in Yangon.

Then, the study explores and measures the employee intention to stay. Some of the previous researches measure the intention with dichotomous questions (yes/no), however in the current study the employee intention to stay is measured using five-point Likert scale (1=strongly disagree to 5=strongly agree). Thus, the higher mean value on the item suggests the higher intention to stay of the employees in the private banks. The current study shows the higher mean value near 4, thus it is concluded that the employees from the private banks have high intention to stay. This implies that the private banks in Yangon do not have to worry about employee turnover. By increasing the intention to stay level of the employees, the bank can reduce the turnover rate. This would make cost savings and increase the competitiveness of the banks.



The study also analyses the relationship between internal corporate social responsibility practices and each component of employee commitment. The study suggests that all the five dimensions of internal corporate social responsibility have significant relationship with affective commitment. Among them, training and development, compensation and benefits, and employee autonomy have moderate positive correlation coefficient scores, and health and safety, and work-life balance have weak positive correlation coefficient score.

Secondly, continuance commitment is analyzed whether there is significant relationship with internal corporate social responsibility practices. The study finds that all the five dimensions of internal corporate social responsibility have significant relationship with continuance commitment. Among them, compensation and benefits, and employee autonomy have moderate positive correlation coefficient scores and health and safety, work-life balance, and training and development have weak positive correlation coefficient score.

Finally, normative commitment is analyzed whether there is significant relationship with internal corporate social responsibility factors. The study finds that all the five dimensions of internal corporate social responsibility have significant relationship with affective commitment. Among them, compensation and benefits has moderate positive correlation coefficient scores and the rest four practices have weak positive correlation coefficient score. Nevertheless, the study concludes that employee commitment in private banks in Yangon much depends on the internal corporate social responsibility practices.

The study also finds the relationship between employee commitment and intention to stay in private banks in Yangon. Here the study concludes all three components of commitment are significantly correlated with employee intention to stay. However, the correlation is weak in the context of private banks in Yangon.

In addition, the study explores the influential factors on three components of commitment in private banks in Yangon using multiple regression analysis. Regarding the affective commitment, compensation and benefits, and employee autonomy are significant influential factors in the current context. Among them, compensation and benefit is the most influential factor. According to this result, it can be interpreted that affective commitment of employees in private banks in Yangon is

largely depend on compensation and benefits, and employee autonomy. This finding coincides with the previous literature on commitment of the employees. Thus, if the private banks have best practices for these two factors, their employees will have high level of affective commitment.

Regarding the continuance commitment, compensation and benefit, and employee autonomy are significant influential factors in this context. Among them, compensation and benefit is the most influential factor. According to this result, it can be interpreted that continuance commitment of employees in private banks in Yangon was largely dependent on compensation and benefits, and employee autonomy. This finding coincides with the previous literature on commitment of the employees. Thus, if the private banks have best practices for these two factors, their employees have high level of continuance commitment.

Regarding the normative commitment, compensation and benefits, and employee autonomy are significant influential factors in the context of private banks in Yangon. Among them, compensation and benefits is the most influential factor. According to this result, it can be interpreted that normative commitment of employees in private banks in Yangon was largely dependent on compensation and benefits, and employee autonomy. This finding coincides with the previous literature on commitment of the employees. Thus, if the private banks have best practices for these two factors, their employees have high level of normative commitment.

When analyzing moderating effect of demographic variables on the relationship between internal corporate social responsibility practice and commitment, it was found that gender has moderating effect on continuance commitment and normative commitment. It was also found that education level has moderating effect on continuance and normative commitment, position has moderating effect on all three components of commitment, working experience does not have any moderating effect on all components of commitment.

More specifically, as a moderating factor, gender does not have moderating effect on the relationship between internal corporate social responsibility practices and affective commitment. Thus, the study suggests that whether the respondent is male or female, their perceived internal corporate social responsibility practice has no impact on their affective commitment. However, for gender as moderator, it has a

significant effect on the relationship between two internal corporate social responsibility practices: training and development and work-life balance and continuance commitment. There is a negative and significant moderating effect of gender on relationship between training and development and continuance commitment. There is a positive and significant moderating effect of gender on relationship between work-life balance and continuance commitment.

The study suggests that if male respondents are provided training for them, they will have more continuance commitment than female respondents. Thus, the bank should provide more training to male respondents to attract them since they have high need for achievement. Most of the male respondents may demand new skills and knowledge to make career development, thus they need training in their work. On the other hand, female respondents have more demand on work life balance since they are responsible for domestic affairs in their home. Thus the analysis suggests that gender has moderating affect on the relationship between work-life balance and continuance commitment. The female staffs in the private banks will not quit their job if the bank provides work-life balance programme for them.

For gender as moderator, it has a significant effect on the relationship between two dimensions of internal corporate social responsibility practices: compensation and benefits, and training and development and normative commitment. There is a positive and significant moderating effect of gender on relationship between compensation and benefits and normative commitment. There is a negative and significant moderating effect of gender on relationship between training and development and normative commitment.

The study suggests that if female respondents have more compensation and benefits to increase their normative commitment. Thus, the analysis suggests that gender has moderating affect on the relationship between compensation and benefits and normative commitment. The female staffs in the private banks will not quit their job if the bank provides higher compensation and benefits. On the other hand, male respondents are provided with training for them, they will have more normative commitment than female respondents. Thus, the bank should provide more training to male respondents to increase their normative commitment. Most of the male

respondents may demand new skills and knowledge to make career development, thus they need training in their work. If the bank provides necessary training for male respondents, they will be more willingly to contribute for the organization.

Regarding education level as moderator, there is a positive and significant moderating effect of education level on relationship between compensation and benefits and continuance commitment. It means that for respondents with higher education level, the relationship between compensation and benefits and continuance commitment. This is because respondents with higher education have higher salary than other respondents. There is a negative and significant moderating effect of education level on relationship between health and safety and continuance commitment. It implies that health and safety is more important for those respondents with low level of education to increase continuance commitment.

Also it was found that there is a positive and significant moderating effect of education level on relationship between compensation and benefits and normative commitment. There is a negative and significant moderating effect of education level on relationship between health and safety and normative commitment. The study identifies that for respondents with higher education level, the relationship between compensation and benefits and normative commitment. This is because respondents with higher education have higher salary than other respondents. There is a negative and significant moderating effect of education level on relationship between health and safety and normative commitment. It implies that health and safety is more important for those respondents with low level of education to increase normative commitment.

Regarding position as a moderator, there is a positive and significant moderating effect of position on relationship between compensation and benefits and affective commitment. There is a negative and significant moderating effect of position on relationship between health and safety and affective commitment. The study identifies that for respondents with higher position, the relationship between compensation and benefits and affective commitment. This is because respondents with higher position may demand higher salary than other respondents. There is a negative and significant moderating effect of position on relationship between health

and safety and affective commitment. It implies that health and safety is more important for those respondents with low position to increase affective commitment.

For position as moderator, it has a significant effect on the relationship between employee autonomy and continuance commitment. There is a negative and significant moderating effect of position on relationship between employee autonomy and continuance commitment. It implies that autonomy is very crucial for low position respondents. If they have autonomy in their work, they will have more willingness to stay at work for long time and they will not quit the job. For higher position respondents, they have already position power and thus autonomy has no matter for them to increase continuance commitment.

Moreover, position has a significant moderating effect on the relationship between health and safety and normative commitment. There is a positive and significant moderating effect of position on relationship between health and safety and normative commitment. It implies that health and safety programme is more important for higher position respondents to increase their normative commitment. Since higher position respondents are more ethically responsible for their banks if the bank provide health and safety programme for them.

For working experience as moderator, it has no significant effect on the relationship between internal corporate social responsibility practices and all components of commitment. Thus, it can be concluded that whether the respondents have high or low working experience, their perceived internal corporate social responsibility practices have no impact on their commitment level.

Finally, the study identifies the most influential commitment component on employee intention to stay in the context of private banks in Yangon using multiple regression analysis. The study shows that affective commitment is the most influential factor on employee intention to stay, followed by continuance commitment. However, in the context of private banks in Yangon, normative commitment is not the determinant factor for employee intention to stay. This suggests that private banks in Yangon must increase the affective commitment and continuance commitment to strengthen the employee intention to stay.

## **5.2 Suggestion and Recommendation**

The results of this study have important implications both for theoretically and practical perspectives. From the theoretical perspectives, this study contributes to the impact of internal corporate social responsibility on the employee commitment and then the influence of commitment on the employee intention to stay in the Myanmar context. This impact and influences are tested in other context, but for Myanmar context this is the first attempt in this field of internal corporate social responsibility. Thus, this could stimulate further study in the area.

From a practical perspective, this study provides practitioners in private banking sector with key information that makes helpful for human resources management decisions and social responsibility decisions in Myanmar context. According to result, it can be interpreted that internal corporate social responsibility practices such as compensation and benefits, and employee autonomy largely determine the employee commitment of private banks in Yangon. Thus, banks managers are suggested to improve the compensation and benefits practices to increase the employee commitment. Thus, they need to explore what types of compensation and benefits are important for their employees. By developing the relevant compensation programme for their employees, their commitment would be increased and intention to stay would be stronger in the current work place.

Another practice the banks manager must consider is employee autonomy which is the key determinant of employee commitment of employees in private banks in Yangon. According to data, employees in the private banks perceived that they have high employee autonomy. If the employees have the chance to participate in decision making process and problem solving process in the work place to some extent, they have more attachment to the work place. Employee autonomy refers to the working cultures in which employees can make some decisions without referring higher authorities, employees can control work schedule by themselves, and they can give some opinions to higher management level. Thus employee autonomy would lead employees feel more empowerment and thus would support to strengthen the employee commitment. According to job characteristics model, employee autonomy is the one of the core job dimensions which increases the employee satisfaction and

then employee commitment. Thus autonomous working culture for employees in private banks is important to increase employee intention.

The results of the study contributed to the recommendations for the improvement of the literature on internal corporate social responsibility and employee commitment, employee commitment and intention to stay, especially in private banking sector. These proposed factors are required to consider by the firms and also the future studies should test these factors to create a more complete model of internal corporate social responsibility and employee commitment. In the current study, employee commitment is divided into three components.

It is important for every organization in different sectors to conduct a study on employee perception on internal corporate social responsibility practices and relationship between internal corporate social responsibility practices and employee commitment. Highly committed employees are the destiny of the organization including private banks in today competitive business environment. Therefore it is the need of the time to be watchful of their components of commitment and which factors are related with this level of commitment. Thus, the human resources department and compensation executives of private banks in Yangon should take consideration practically the findings of the study as a guideline for them to provide a better working environment and increase their level of commitment. The suggestions and recommendations made in this study can be taken by the banks for further investigation on elements that are related with employee commitment. This may help the banks in enhancing their reputation and increased employee intention to stay, competitiveness and profitability in the long-run since committed employees are the most valuable resources for the banks in today world.

This study is considerably important since the banking industry now is interested in internal corporate social responsibility to attract and retain high quality employees because of the potential movement of employees from one bank to another. By practicing internal corporate social responsibility, employee confidence can be enhanced and this in turn helps them improve their work performance.

### **5.3 Needs for Further Study**

The limitations in the current study may have some impact on generalization of the findings for the whole context of banking industry of Myanmar. Commercial banks and other banks run by government still plays important role in Myanmar banking sector. The internal corporate social responsibility field is relatively new for banking sector. This would lead some suggestions for further studies. The recommendations for future researches would provide several advantages in the exploration of new model or modifying the proposed model to gain a better understanding of the relationship between internal corporate social responsibility practices and employee commitments.

Further researchers are recommended to find out further on why the employee perception on internal corporate social responsibility practices is so important in an organization and why organizations wish to put so much effort in doing internal corporate social responsibility. For example, future researchers can expand the scale used in questionnaire (up to seven or ten point scales) and can enlarge the sample size to get the more representative responses.

Further researchers are recommended to compare the commitment and intention to stay level between private banks and public banks in Yangon, private banks in Yangon and private banks in other cities to draw the conclusions on the whole banking sector.

Further researchers are recommended to compare the private banking sector with other service sectors to assess the level of commitment and intention to stay. This would provide the benchmarking for internal corporate social responsibility practices.

The study focuses only on survey and quantitative measurement which would limit the wider and rich information on target area. A greater depth of information can be obtained by integrating qualitative and quantitative methods in further researches on internal corporate social responsibility practices. For example, interview method, focus group methods for this kind of the study will elicit deeper information.



Finally, it is important for organization to understand what actually the employees wanted and needed in order to improve the employee commitment. This is because employees from different industries have different expectations based on the nature of their job.

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## APPENDIX-A

**Table for Determining Sample Size from a Given Population**

<i>N</i>	<i>S</i>	<i>N</i>	<i>S</i>	<i>N</i>	<i>S</i>
10	10	220	140	1200	291
15	14	230	144	1300	297
20	19	240	148	1400	302
25	24	250	152	1500	306
30	28	260	155	1600	310
35	32	270	159	1700	313
40	36	280	162	1800	317
45	40	290	165	1900	320
50	44	300	169	2000	322
55	48	320	175	2200	327
60	52	340	181	2400	331
65	56	360	186	2600	335
70	59	380	191	2800	338
75	63	400	196	3000	341
80	66	420	201	3500	346
85	70	440	205	4000	351
90	73	460	210	4500	354
95	76	480	214	5000	357
100	80	500	217	6000	361
110	86	550	226	7000	364
120	92	600	234	8000	367
130	97	650	242	9000	368
140	103	700	248	10000	370
150	108	750	254	15000	375
160	113	800	260	20000	377
170	118	850	265	30000	379
180	123	900	269	40000	380
190	127	950	274	50000	381
200	132	1000	278	75000	382
210	136	1100	285	100000	384

Source: Krejcie & Morgan (1970)

Note: \_\_\_\_ *N* is population size.

*S* is sample size.

**Final Questionnaire for Internal Corporate Social Responsibility and Employee  
Commitment of Private Banks**

Dear Sir/Madam,

I am a Ph.D candidate of Yangon University of Economics. I am conducting the dissertation “Internal Corporate Social Responsibility and Employee Commitment of Private Banks” as a partial fulfillment of the requirements for the Degree of Doctor of Philosophy at Yangon University of Economics.

The purpose of this research is to analyze the relationship between internal corporate social responsibility and employee commitment of private banks in Yangon. I am highly appreciated your precious energy and time spent on completing this survey questionnaires. Your time, answers and experiences are greatly valuable contribution to the outcomes of the research. All information provided will be treated as confidential. The findings would be useful for all the stakeholders of the programme.

**Thank you very much for your attention and help!**

**Than Soe Oo  
Ph.D Candidate  
Yangon University of Economics**

.....

**Section A: Profile of Respondent**

- |                       |  |
|-----------------------|--|
| 1. Position           | .....  |
| 2. Department         | .....  |
| 3. Gender             | Male [ <input type="checkbox"/> ]                      Female [ <input type="checkbox"/> ] |
| 4. Working Experience | .....  |
| 5. Educational Level  | Middle School Level                      [ <input type="checkbox"/> ]                      |
|                       | High School Level                      [ <input type="checkbox"/> ]                        |
|                       | Graduate                      [ <input type="checkbox"/> ]                                 |
|                       | Other, Please specify .....  |

## **Section B: Internal Corporate Social Responsibility**

**Please write ( ✓ ) at the cell which you would prefer in the table and answer**

Please indicate the extent to which you agree or disagree with the statements in the table.

***Where 1 = Strongly Disagree, 2 = Disagree, 3= Neither Agree Nor Disagree, 4 = Agree, 5 = Strongly Agree***

### **Compensation and Benefits**

1. My organization provides higher pay rate.						
Strongly Disagree	1	2	3	4	5	Strongly Agree
2. My organization provides supports depending on requirements.						
Strongly Disagree	1	2	3	4	5	Strongly Agree
3. My organization pay bonus according to the performance of individual workers.						
Strongly Disagree	1	2	3	4	5	Strongly Agree
4. My organization provides assistances in cash and in kinds.						
Strongly Disagree	1	2	3	4	5	Strongly Agree
5. My organization allows the loan according to individual requirements.						
Strongly Disagree	1	2	3	4	5	Strongly Agree
6. My organization allows annual increments.						
Strongly Disagree	1	2	3	4	5	Strongly Agree
7. I satisfy the benefit programmes of my organization.						
Strongly Disagree	1	2	3	4	5	Strongly Agree

## Training and Development

1. My organization trains employees on skills that prepare them for future jobs and career development.						
Strongly Disagree	1	2	3	4	5	Strongly Agree
2. My organization provides career counseling and planning assistance to the employees.						
Strongly Disagree	1	2	3	4	5	Strongly Agree
3. My organization allows employees to have a time to learn new skills that prepare them for future.						
Strongly Disagree	1	2	3	4	5	Strongly Agree
4. My organization provides support when employees decide to obtain ongoing training.						
Strongly Disagree	1	2	3	4	5	Strongly Agree
5. My organization is fully supportive of a career-management program for the employees.						
Strongly Disagree	1	2	3	4	5	Strongly Agree
6. My organization provides a systematic program that regularly assesses employees' skills interest.						
Strongly Disagree	1	2	3	4	5	Strongly Agree
7. My organization provides orientation training to the new employees.						
Strongly Disagree	1	2	3	4	5	Strongly Agree
8. My organization provides financial support for my training.						
Strongly Disagree	1	2	3	4	5	Strongly Agree
9. My organization provides on the job training for the employees.						
Strongly Disagree	1	2	3	4	5	Strongly Agree

### Health and Safety

1. My organization provides good healthcare in the workplace.						
Strongly Disagree	1	2	3	4	5	Strongly Agree
2. My organization provides stress management for employees.						
Strongly Disagree	1	2	3	4	5	Strongly Agree
3. My organization provides a periodic medical examination.						
Strongly Disagree	1	2	3	4	5	Strongly Agree
4. My organization asks employees to follow health and safety rules.						
Strongly Disagree	1	2	3	4	5	Strongly Agree
5. My organization provides professional counseling services on health and safety.						
Strongly Disagree	1	2	3	4	5	Strongly Agree
6. My organization provides health profile management for employees.						
Strongly Disagree	1	2	3	4	5	Strongly Agree
7. My organization provides medical insurance for employees.						
Strongly Disagree	1	2	3	4	5	Strongly Agree
8. My organization provides health and safety training for employees.						
Strongly Disagree	1	2	3	4	5	Strongly Agree



### Work-life Balance

1. I look forward to being with the people I work with each day.						
Strongly Disagree	1	2	3	4	5	Strongly Agree
2. I can schedule my preferred days off supported by my team.						
Strongly Disagree	1	2	3	4	5	Strongly Agree
3. I accept working extra hours because I am committed to my job.						
Strongly Disagree	1	2	3	4	5	Strongly Agree
4. I have enough time after work to carry out personal matters.						
Strongly Disagree	1	2	3	4	5	Strongly Agree
5. I feel very energetic after work.						
Strongly Disagree	1	2	3	4	5	Strongly Agree
6. I can easily manage my work with personal matters because of the flexitime provided by the organization.						
Strongly Disagree	1	2	3	4	5	Strongly Agree
7. I can chose part-time work at my organization.						
Strongly Disagree	1	2	3	4	5	Strongly Agree
8. I can concentrate on my work because of family support.						
Strongly Disagree	1	2	3	4	5	Strongly Agree
9. I can spend more time to fulfill my interest.						
Strongly Disagree	1	2	3	4	5	Strongly Agree

### **Employee Autonomy**

1. My organization allows participation regardless of positions. .						
Strongly Disagree	1	2	3	4	5	Strongly Agree
2. My organization does not exercise excessive rules for work related activities for employees' pleasure.						
Strongly Disagree	1	2	3	4	5	Strongly Agree
3. My organization allows participation not commanding.						
Strongly Disagree	1	2	3	4	5	Strongly Agree
4. My organization is effectively utilizing the employee suggestion scheme.						
Strongly Disagree	1	2	3	4	5	Strongly Agree
5. I have control over the work schedule.						
Strongly Disagree	1	2	3	4	5	Strongly Agree
6. My organization provides necessary facilities to correct the incident errors.						
Strongly Disagree	1	2	3	4	5	Strongly Agree
7. I can make some decision without report to top level.						
Strongly Disagree	1	2	3	4	5	Strongly Agree

### **Section C: Employee Commitment**

**Please write ( ✓ ) at the cell which you would prefer in the table and answer**

Please indicate the extent to which you agree or disagree with the statements in the table.

***Where 1 = Strongly Disagree, 2 = Disagree, 3= Neither Agree Nor Disagree, 4 = Agree, 5 = Strongly Agree***

#### **Affective Commitment**

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

### Continuance Commitment

1. I am not afraid of what might happen if I quit my job without having another one lined up.						
Strongly Disagree	1	2	3	4	5	Strongly Agree
2. It would be very hard for me to leave my organization right now, even if I wanted to.						
Strongly Disagree	1	2	3	4	5	Strongly Agree
3. Too much in my life would be disrupted if I decided to leave my organization now.						
Strongly Disagree	1	2	3	4	5	Strongly Agree
4. It wouldn't be too costly for me to leave my organization now.						
Strongly Disagree	1	2	3	4	5	Strongly Agree
5. Right now, staying with my organization is a matter of necessity as much as desire.						
Strongly Disagree	1	2	3	4	5	Strongly Agree
6. I feel that I have very few options to consider leaving this organization.						
Strongly Disagree	1	2	3	4	5	Strongly Agree
7. One of the few serious consequences of leaving this organization would be the scarcity of available alternatives.						
Strongly Disagree	1	2	3	4	5	Strongly Agree
8. One of the major reasons I continue to work for this organization is that leaving would require considerable personal sacrifice - another organization may not match the overall benefits I have here.						
Strongly Disagree	1	2	3	4	5	Strongly Agree

### Normative Commitment

1. I think that people these days move from company to company too often.						
Strongly Disagree	1	2	3	4	5	Strongly Agree
2. I do not believe that a person must always be loyal to his or her organization.						
Strongly Disagree	1	2	3	4	5	Strongly Agree
3. Jumping from organization to organization does not seem at all unethical to me.						
Strongly Disagree	1	2	3	4	5	Strongly Agree
4. One of the major reasons I continue to work in this organization is that I believe loyalty is important and therefore feel a sense of moral obligation to remain.						
Strongly Disagree	1	2	3	4	5	Strongly Agree
5. If I got another offer for a better job elsewhere I would not feel it was right to leave my organization.						
Strongly Disagree	1	2	3	4	5	Strongly Agree
6. I was taught to believe in the value of remaining loyal to one organization.						
Strongly Disagree	1	2	3	4	5	Strongly Agree
7. Things were better in the days when people stayed in one organization for most of their careers.						
Strongly Disagree	1	2	3	4	5	Strongly Agree
8. I do not think that to be a company man or company woman is sensible anymore.						
Strongly Disagree	1	2	3	4	5	Strongly Agree

### **Section D: Employee Intention to Stay**

**Please write ( ✓ ) at the cell which you would prefer in the table and answer**

Please indicate the extent to which you agree or disagree with the statements in the table.

***Where 1 = Strongly Disagree, 2 = Disagree, 3= Neither Agree Nor Disagree, 4 = Agree, 5 = Strongly Agree***

#### **Employee Intention to Stay**

1. In the last six months I have thought of quitting my job.						
Strongly Disagree	1	2	3	4	5	Strongly Agree
2. I frequently think about quitting my job in this organization.						
Strongly Disagree	1	2	3	4	5	Strongly Agree
3. I plan to quit my job in this organization.						
Strongly Disagree	1	2	3	4	5	Strongly Agree
4. I have a desire to leave my job in this organization.						
Strongly Disagree	1	2	3	4	5	Strongly Agree
5. I have actively searched for a new job in other organizations.						
Strongly Disagree	1	2	3	4	5	Strongly Agree

**APPENDIX - C****Domestic Private Banks in Myanmar**

<b>Sr.</b>	<b>Name of the Bank</b>	<b>Date of License Issued</b>	<b>Branches</b>	<b>No. of Employees</b>
1	Myanmar Citizens Bank Ltd	25.5.1992	13	525
2	First Private Bank Ltd	25.5.1992	21	582
3	Co-operative Bank Ltd	3.8.1992	79	5764
4	Yandanabon Bank Ltd	27.8.1992	2	70
5	Myawaddy Bank Ltd	1.1.1993	30	2218
6	Yangon City Bank Ltd	19.3.1993	3	171
7	Yoma Bank Ltd	26.7.1993	54	2398
8	Myanmar Oriental Bank Ltd	26.7.1993	25	1214
9	Asia Yangon Bank Ltd	17.3.1994	10	128
10	Tun Foundation Bank Ltd	8.6.1994	16	535
11	Kanbawza Bank Ltd	8.6.1994	156	13302
12	Small & Medium Industrial Development Bank Ltd	12.1.1996	11	498
13	Global Treasure Bank Ltd	9.2.1996	77	2084
14	Rural Development Bank Ltd	26.6.1996	2	155
15	Innwa Bank Ltd	15.5.1997	34	701
16	Asia Green Development Bank Ltd	2.7.2010	40	2277
17	Ayeyarwaddy Bank Ltd	2.7.2010	58	4455
18	United Amara Bank Ltd	2.7.2010	24	1562
19	Myanma Apex Bank Ltd	2.7.2010	34	3056
20	Naypyitaw Sibin Bank Ltd	28.2.2013	2	135
21	Myanmar Microfinance Bank Ltd	2.7.2013	10	462
22	Construction and Housing Development Bank Ltd	12.7.2013	2	352
23	Shwe Rural and Urban Development Bank Ltd	28.7.2014	-	-
24	Ayeyarwaddy Farmers Development Bank Ltd	17.11.2015	-	-

Source: Central Bank of Myanmar (December, 2015)

**Reliability Test****Reliability Statistics****Compensation and Benefits**

Cronbach's Alpha	N of Items
.765	5

**Training and Development**

Cronbach's Alpha	N of Items
.846	7

**Health and Safety**

Cronbach's Alpha	N of Items
.901	8

**Work-life Balance**

Cronbach's Alpha	N of Items
.744	6

**Employee Autonomy**

Cronbach's Alpha	N of Items
.806	5



### **Affective Commitment**

Cronbach's Alpha	N of Items
.705	5

### **Continuance Commitment**

Cronbach's Alpha	N of Items
.803	5

### **Normative Commitment**

Cronbach's Alpha	N of Items
.601	6

### **Intention to Stay**

Cronbach's Alpha	N of Items
.826	5

## Frequency Table

		Gender			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	104	27.4	27.4	27.4
	2	276	72.6	72.6	100.0
	Total	380	100.0	100.0	

		Position			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	126	33.2	33.2	33.2
	2	254	66.8	66.8	100.0
	Total	380	100.0	100.0	

		Working Experience			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	214	56.3	56.3	56.3
	2	108	28.4	28.4	84.7
	3	10	2.6	2.6	87.4
	4	8	2.1	2.1	89.5
	5	40	10.5	10.5	100.0
	Total	380	100.0	100.0	

		Education			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	1	.3	.3	.3
	2	2	.5	.5	.8
	3	332	87.4	87.4	88.2
	4	45	11.8	11.8	100.0
	Total	380	100.0	100.0	

## Descriptives

**Descriptive Statistics**

	N	Mean	Std. Deviation
AVGTD	380	3.5808	.54170
AVGEA	380	3.5647	.66207
AVGCB	380	3.3089	.69497
AVGWLB	380	2.9877	.65030
AVGHS	380	2.9375	.72646
Valid N (listwise)	380		

**Descriptive Statistics**

	N	Mean	Std. Deviation
AVGAC	380	3.4289	.62381
AVGNC	380	3.1833	.52357
AVGCC	380	3.0384	.77323
Valid N (listwise)	380		

**Descriptive Statistics**

	N	Mean	Std. Deviation
AVGIS	380	3.5537	.75964
Valid N (listwise)	380		

## Regression

**Model Summary<sup>c</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics		
					R Square Change	F Change	df1
1	.628 <sup>a</sup>	.394	.385	.48933	.394	40.491	6
2	.637 <sup>b</sup>	.405	.388	.48818	.011	1.351	5

**Model Summary<sup>c</sup>**

Model	Change Statistics		
	df2	Sig. F Change	
1	373	.000	
2	368	.242	1.851

a. Predictors: (Constant), Gender, AVGHS, AVGEA, AVGTD, AVGCB, AVGWLB

b. Predictors: (Constant), Gender, AVGHS, AVGEA, AVGTD, AVGCB, AVGWLB, AVGHSG, AVGCBG, AVGWLBG, AVGEAG, AVGTDG

c. Dependent Variable: AVGAC

**ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	58.170	6	9.695	40.491	.000 <sup>b</sup>
	Residual	89.311	373	.239		
	Total	147.482	379			
2	Regression	59.780	11	5.435	22.804	.000 <sup>c</sup>
	Residual	87.701	368	.238		
	Total	147.482	379			

a. Dependent Variable: AVGAC

b. Predictors: (Constant), Gender, AVGHS, AVGEA, AVGTD, AVGCB, AVGWLB

c. Predictors: (Constant), Gender, AVGHS, AVGEA, AVGTD, AVGCB, AVGWLB, AVGHSG, AVGCBG, AVGWLBG, AVGEAG, AVGTDG

Coefficients <sup>a</sup>					
Model		Unstandardized Coefficients		Standardized Coefficients	
		B	Std. Error	Beta	
1	(Constant)	.941	.191		4.926
	AVGCB	.317	.046	.354	6.875
	AVGTD	.120	.058	.104	2.049
	AVGHS	-.034	.045	-.039	-.739
	AVGWLB	.010	.050	.010	.194
	AVGEA	.286	.048	.304	5.934
	Gender	.080	.058	.057	1.381
2	(Constant)	.289	.383		.754
	AVGCB	.299	.055	.333	5.457
	AVGTD	.100	.070	.087	1.435
	AVGHS	-.076	.055	-.089	-1.390
	AVGWLB	.020	.058	.021	.342
	AVGEA	.283	.056	.300	5.086
	Gender	.974	.440	.697	2.211
	AVGCBG	.058	.105	.136	.547
	AVGTDG	.081	.132	.211	.615
	AVGHSG	.133	.100	.293	1.334
	AVGWLBG	-.063	.118	-.139	-.535
	AVGEAG	.063	.115	.156	.547
					.585

a. Dependent Variable: AVGAC

## Regression

**Model Summary<sup>c</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics		
					R Square Change	F Change	df1
1	.624 <sup>a</sup>	.389	.379	.60913	.389	39.619	6
2	.650 <sup>b</sup>	.423	.406	.59614	.034	4.288	5

**Model Summary<sup>c</sup>**

Model	Change Statistics		
	df2	Sig. F Change	
1	373	.000	
2	368	.001	1.908

a. Predictors: (Constant), Gender, AVGHS, AVGEA, AVGTD, AVGCB, AVWL B

b. Predictors: (Constant), Gender, AVGHS, AVGEA, AVGTD, AVGCB, AVWL B, AVGHSG, AVGCBG, AVWL BG, AVGEAG, AVGTDG

c. Dependent Variable: AVGCC

**ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	88.201	6	14.700	39.619	.000 <sup>b</sup>
	Residual	138.398	373	.371		
	Total	226.599	379			
2	Regression	95.820	11	8.711	24.512	.000 <sup>c</sup>
	Residual	130.779	368	.355		
	Total	226.599	379			

a. Dependent Variable: AVGCC

b. Predictors: (Constant), Gender, AVGHS, AVGEA, AVGTD, AVGCB, AVWL B

c. Predictors: (Constant), Gender, AVGHS, AVGEA, AVGTD, AVGCB, AVWL B, AVGHSG, AVGCBG, AVWL BG, AVGEAG, AVGTDG

Coefficients <sup>a</sup>					
Model		Unstandardized Coefficients		Standardized Coefficients	
		B	Std. Error	Beta	
1	(Constant)	.311	.238		1.308
	AVGCB	.469	.057	.422	8.164
	AVGTD	-.080	.073	-.056	-1.101
	AVGHS	-.043	.057	-.041	-.768
	AVGWLB	.071	.063	.060	1.133
	AVGEA	.355	.060	.304	5.917
	Gender	.153	.072	.089	2.123
2	(Constant)	.560	.467		1.198
	AVGCB	.384	.067	.345	5.736
	AVGTD	.093	.085	.065	1.092
	AVGHS	-.001	.067	-.001	-.019
	AVGWLB	-.022	.071	-.019	-.314
	AVGEA	.304	.068	.260	4.477
	Gender	-.085	.538	-.049	-.159
	AVGCBG	.195	.128	.372	1.516
	AVGTDG	-.562	.161	-1.184	-3.492
	AVGHSG	-.077	.122	-.138	-.637
	AVGWLBG	.336	.144	.600	2.338
	AVGEAG	.104	.141	.207	.739
					.460

a. Dependent Variable: AVGCC

## Regression

**Model Summary<sup>c</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics		
					R Square Change	F Change	df1
1	.574 <sup>a</sup>	.329	.318	.43229	.329	30.494	6
2	.609 <sup>b</sup>	.371	.352	.42149	.042	4.873	5

**Model Summary<sup>c</sup>**

Model	Change Statistics		
	df2	Sig. F Change	
1	373	.000	
2	368	.000	1.843

a. Predictors: (Constant), Gender, AVGHS, AVGEA, AVGTD, AVGCB, AVGWLB

b. Predictors: (Constant), Gender, AVGHS, AVGEA, AVGTD, AVGCB, AVGWLB, AVGHSG, AVGCBG, AVGWLBG, AVGEAG, AVGTDG

c. Dependent Variable: AVGNC

**ANOVA<sup>a</sup>**

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	34.191	6	5.698	30.494	.000 <sup>b</sup>
Residual	69.704	373	.187		
Total	103.894	379			
2 Regression	38.519	11	3.502	19.711	.000 <sup>c</sup>
Residual	65.375	368	.178		
Total	103.894	379			

a. Dependent Variable: AVGNC

b. Predictors: (Constant), Gender, AVGHS, AVGEA, AVGTD, AVGCB, AVGWLB

c. Predictors: (Constant), Gender, AVGHS, AVGEA, AVGTD, AVGCB, AVGWLB, AVGHSG, AVGCBG, AVGWLBG, AVGEAG, AVGTDG



Coefficients <sup>a</sup>					
Model		Unstandardized Coefficients		Standardized Coefficients	
		B	Std. Error	Beta	
1	(Constant)	1.474	.169		8.729
	AVGCB	.315	.041	.418	7.712
	AVGTD	.076	.052	.079	1.477
	AVGHS	-.094	.040	-.131	-2.343
	AVGWLB	.050	.045	.062	1.117
	AVGEA	.097	.043	.122	2.271
	Gender	.246	.051	.210	4.793
2	(Constant)	1.931	.330		5.844
	AVGCB	.241	.047	.319	5.087
	AVGTD	.233	.060	.241	3.879
	AVGHS	-.090	.047	-.125	-1.905
	AVGWLB	.041	.050	.051	.827
	AVGEA	.039	.048	.049	.804
	Gender	-.298	.380	-.254	-.785
	AVGCBG	.206	.091	.583	2.274
	AVGTDG	-.527	.114	-1.640	-4.635
	AVGHSG	.058	.086	.151	.671
	AVGWLBG	-.004	.102	-.012	-.044
	AVGEAG	.150	.100	.440	1.506
					.133

a. Dependent Variable: AVGNC

## Regression

**Model Summary<sup>c</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics		
					R Square Change	F Change	df1
1	.631 <sup>a</sup>	.398	.385	.48910	.398	30.688	8
2	.645 <sup>b</sup>	.416	.394	.48561	.018	1.893	6

**Model Summary<sup>c</sup>**

Model	Change Statistics		
	df2	Sig. F Change	
1	371	.000	
2	365	.081	1.817

a. Predictors: (Constant), ED3, AVGWLB, ED1, ED2, AVGTD, AVGEA, AVGCB, AVGHS

b. Predictors: (Constant), ED3, AVGWLB, ED1, ED2, AVGTD, AVGEA, AVGCB, AVGHS, AVGEAED2, AVGHSED3, AVGCBED3, AVGWLBED3, AVGEAED3, AVGTDED3

c. Dependent Variable: AVGAC

**ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	58.730	8	7.341	30.688	.000 <sup>b</sup>
	Residual	88.751	371	.239		
	Total	147.482	379			
2	Regression	61.408	14	4.386	18.600	.000 <sup>c</sup>
	Residual	86.073	365	.236		
	Total	147.482	379			

a. Dependent Variable: AVGAC

b. Predictors: (Constant), ED3, AVGWLB, ED1, ED2, AVGTD, AVGEA, AVGCB, AVGHS

c. Predictors: (Constant), ED3, AVGWLB, ED1, ED2, AVGTD, AVGEA, AVGCB, AVGHS, AVGEAED2, AVGHSED3, AVGCBED3, AVGWLBED3, AVGEAED3, AVGTDED3

Coefficients <sup>a</sup>					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	.895	.199		4.494	.000
AVGCB	.321	.046	.357	6.953	.000
AVGTD	.101	.058	.088	1.746	.082
AVGHS	-.036	.046	-.042	-.789	.430
AVGWLB	.010	.051	.011	.204	.839
AVGEA	.297	.047	.316	6.284	.000
ED1	.310	.495	.026	.627	.531
ED2	-.165	.359	-.019	-.461	.645
ED3	.144	.078	.077	1.845	.066
2 (Constant)	2.363	.862		2.742	.006
AVGCB	.194	.145	.216	1.333	.183
AVGTD	.101	.205	.088	.493	.622
AVGHS	-.197	.135	-.230	-1.461	.145
AVGWLB	.025	.159	.027	.160	.873
AVGEA	.113	.157	.120	.721	.471
ED1	.268	.497	.022	.540	.590
ED2	.097	1.299	.011	.075	.940
ED3	-1.439	.883	-.768	-1.629	.104
AVGCBED3	.153	.153	.314	.995	.320
AVGTDED3	-.024	.214	-.050	-.112	.911
AVGHSED3	.187	.143	.359	1.301	.194
AVGWLBED3	-.036	.168	-.067	-.213	.831
AVGEAED2	-.184	.476	-.054	-.387	.699
AVGEAED3	.213	.164	.459	1.297	.195

a. Dependent Variable: AVGAC

## Regression

**Model Summary<sup>c</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics		
					R Square Change	F Change	df1
1	.630 <sup>a</sup>	.396	.383	.60722	.396	30.446	8
2	.647 <sup>b</sup>	.418	.396	.60111	.022	2.263	6

**Model Summary<sup>c</sup>**

Model	Change Statistics		
	df2	Sig. F Change	
1	371	.000	
2	365	.037	1.886

a. Predictors: (Constant), ED3, AVGWLB, ED1, ED2, AVGTD, AVGEA, AVGCB, AVGHS

b. Predictors: (Constant), ED3, AVGWLB, ED1, ED2, AVGTD, AVGEA, AVGCB, AVGHS, AVGEAED2, AVGHSED3, AVGCBED3, AVGWLBED3, AVGEAED3, AVGTDED3

c. Dependent Variable: AVGCC

**ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	89.807	8	11.226	30.446	.000 <sup>b</sup>
	Residual	136.792	371	.369		
	Total	226.599	379			
2	Regression	94.713	14	6.765	18.723	.000 <sup>c</sup>
	Residual	131.886	365	.361		
	Total	226.599	379			

a. Dependent Variable: AVGCC

b. Predictors: (Constant), ED3, AVGWLB, ED1, ED2, AVGTD, AVGEA, AVGCB, AVGHS

c. Predictors: (Constant), ED3, AVGWLB, ED1, ED2, AVGTD, AVGEA, AVGCB, AVGHS, AVGEAED2, AVGHSED3, AVGCBED3, AVGWLBED3, AVGEAED3, AVGTDED3

Coefficients <sup>a</sup>					
Model		Unstandardized Coefficients		Standardized Coefficients	
		B	Std. Error	Beta	
1	(Constant)	.196	.247		.792
	AVGCB	.474	.057	.426	8.276
	AVGTD	-.111	.072	-.078	-1.543
	AVGHS	-.052	.057	-.049	-.918
	AVGWL B	.075	.063	.063	1.189
	AVGEA	.381	.059	.326	6.491
	ED1	.687	.615	.046	1.117
	ED2	.054	.445	.005	.122
	ED3	.277	.097	.119	2.856
2	(Constant)	1.622	1.067		1.520
	AVGCB	.070	.180	.063	.390
	AVGTD	-.185	.254	-.130	-.728
	AVGHS	.292	.167	.274	1.747
	AVGWL B	-.020	.197	-.017	-.103
	AVGEA	.221	.194	.189	1.141
	ED1	.473	.615	.031	.769
	ED2	-1.435	1.608	-.134	-.893
	ED3	-1.262	1.094	-.543	-1.154
	AVGCBED3	.459	.190	.764	2.421
	AVGTDED3	.071	.265	.119	.266
	AVGHSED3	-.378	.178	-.586	-2.127
	AVGWL BED3	.089	.208	.135	.428
	AVGEAED2	.428	.589	.101	.726
	AVGEAED3	.176	.203	.306	.865

a. Dependent Variable: AVGCC

## Regression

**Model Summary<sup>c</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics		
					R Square Change	F Change	df1
1	.539 <sup>a</sup>	.290	.275	.44585	.290	18.957	8
2	.564 <sup>b</sup>	.319	.292	.44040	.028	2.540	6

**Model Summary<sup>c</sup>**

Model	Change Statistics		
	df2	Sig. F Change	
1	371	.000	
2	365	.020	1.784

a. Predictors: (Constant), ED3, AVGWLB, ED1, ED2, AVGTD, AVGEA, AVGCB, AVGHS

b. Predictors: (Constant), ED3, AVGWLB, ED1, ED2, AVGTD, AVGEA, AVGCB, AVGHS, AVGEAED2, AVGHSED3, AVGCBED3, AVGWLBED3, AVGEAED3, AVGTDED3

c. Dependent Variable: AVGNC

**ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	30.146	8	3.768	18.957	.000 <sup>b</sup>
	Residual	73.748	371	.199		
	Total	103.894	379			
2	Regression	33.102	14	2.364	12.191	.000 <sup>c</sup>
	Residual	70.793	365	.194		
	Total	103.894	379			

a. Dependent Variable: AVGNC

b. Predictors: (Constant), ED3, AVGWLB, ED1, ED2, AVGTD, AVGEA, AVGCB, AVGHS

c. Predictors: (Constant), ED3, AVGWLB, ED1, ED2, AVGTD, AVGEA, AVGCB, AVGHS, AVGEAED2, AVGHSED3, AVGCBED3, AVGWLBED3, AVGEAED3, AVGTDED3

Coefficients <sup>a</sup>					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	1.558	.182		8.583	.000
AVGCB	.328	.042	.435	7.801	.000
AVGTD	.041	.053	.042	.777	.438
AVGHS	-.098	.042	-.136	-2.360	.019
AVGWLB	.039	.046	.048	.841	.401
AVGEA	.142	.043	.179	3.288	.001
ED1	.209	.451	.020	.463	.643
ED2	.214	.327	.030	.655	.513
ED3	.068	.071	.043	.951	.342
2 (Constant)	1.503	.782		1.923	.055
AVGCB	.072	.132	.095	.543	.587
AVGTD	.193	.186	.200	1.037	.300
AVGHS	.223	.122	.310	1.824	.069
AVGWLB	.113	.144	.140	.781	.435
AVGEA	-.084	.142	-.106	-.591	.555
ED1	-.027	.451	-.003	-.060	.952
ED2	-.010	1.178	-.001	-.008	.993
ED3	.086	.801	.054	.107	.915
AVGCBED3	.290	.139	.711	2.083	.038
AVGTDED3	-.166	.194	-.413	-.853	.394
AVGHSED3	-.353	.130	-.811	-2.717	.007
AVGWLBED3	-.079	.152	-.177	-.520	.603
AVGEAED2	-.010	.432	-.004	-.023	.981
AVGEAED3	.250	.149	.640	1.675	.095

a. Dependent Variable: AVGNC

## Regression

**Model Summary<sup>c</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics		
					R Square Change	F Change	df1
1	.632 <sup>a</sup>	.399	.389	.48748	.399	41.269	6
2	.648 <sup>b</sup>	.420	.402	.48219	.021	2.645	5

**Model Summary<sup>c</sup>**

Model	Change Statistics		
	df2	Sig. F Change	
1	373	.000	
2	368	.023	1.883

a. Predictors: (Constant), position1, AVGCB, AVGWLB, AVGEA, AVGTD, AVGHS

b. Predictors: (Constant), position1, AVGCB, AVGWLB, AVGEA, AVGTD, AVGHS, AVGHSP, AVGWLB, AVGCBP, AVGEAP, AVGTDP

c. Dependent Variable: AVGAC

**ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	58.843	6	9.807	41.269	.000 <sup>b</sup>
	Residual	88.639	373	.238		
	Total	147.482	379			
2	Regression	61.918	11	5.629	24.209	.000 <sup>c</sup>
	Residual	85.564	368	.233		
	Total	147.482	379			

a. Dependent Variable: AVGAC

b. Predictors: (Constant), position1, AVGCB, AVGWLB, AVGEA, AVGTD, AVGHS

c. Predictors: (Constant), position1, AVGCB, AVGWLB, AVGEA, AVGTD, AVGHS, AVGHSP, AVGWLB, AVGCBP, AVGEAP, AVGTDP



Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.889	.193		4.613	.000
	AVGCB	.315	.046	.351	6.852	.000
	AVGTD	.116	.058	.101	2.013	.045
	AVGHS	-.017	.046	-.019	-.361	.718
	AVGWLB	.006	.050	.006	.120	.904
	AVGEA	.301	.047	.319	6.407	.000
	position1	.119	.055	.090	2.180	.030
2	(Constant)	.625	.228		2.745	.006
	AVGCB	.266	.055	.296	4.835	.000
	AVGTD	.160	.068	.139	2.353	.019
	AVGHS	.053	.055	.062	.969	.333
	AVGWLB	-.005	.062	-.006	-.087	.930
	AVGEA	.327	.057	.347	5.714	.000
	position1	.933	.405	.705	2.305	.022
	AVGCBP	.223	.101	.566	2.198	.029
	AVGTDP	-.195	.128	-.522	-1.519	.130
	AVGHSP	-.273	.102	-.587	-2.686	.008
	AVGWLBP	.028	.103	.062	.269	.788
	AVGEAP	-.050	.099	-.134	-.499	.618

a. Dependent Variable: AVGAC

## Regression

**Model Summary<sup>c</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics		
					R Square Change	F Change	df1
1	.619 <sup>a</sup>	.383	.373	.61221	.383	38.598	6
2	.634 <sup>b</sup>	.402	.384	.60704	.019	2.276	5

**Model Summary<sup>c</sup>**

Model	Change Statistics		
	df2	Sig. F Change	
1	373	.000	
2	368	.047	1.934

a. Predictors: (Constant), position1, AVGCB, AVGWLB, AVGEA, AVGTD, AVGHS

b. Predictors: (Constant), position1, AVGCB, AVGWLB, AVGEA, AVGTD, AVGHS, AVGHSP, AVGWLB, AVGCBP, AVGEAP, AVGTDP

c. Dependent Variable: AVGCC

**ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	86.799	6	14.466	38.598	.000 <sup>b</sup>
	Residual	139.801	373	.375		
	Total	226.599	379			
2	Regression	90.992	11	8.272	22.448	.000 <sup>c</sup>
	Residual	135.607	368	.368		
	Total	226.599	379			

a. Dependent Variable: AVGCC

b. Predictors: (Constant), position1, AVGCB, AVGWLB, AVGEA, AVGTD, AVGHS

c. Predictors: (Constant), position1, AVGCB, AVGWLB, AVGEA, AVGTD, AVGHS, AVGHSP, AVGWLB, AVGCBP, AVGEAP, AVGTDP

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.454	.242		1.874	.062
	AVGCB	.482	.058	.434	8.354	.000
	AVGTD	-.106	.073	-.074	-1.464	.144
	AVGHS	-.052	.058	-.049	-.898	.370
	AVGWLB	.061	.063	.051	.965	.335
	AVGEA	.381	.059	.326	6.466	.000
	position1	-.058	.069	-.036	-.850	.396
2	(Constant)	.224	.287		.780	.436
	AVGCB	.463	.069	.416	6.684	.000
	AVGTD	-.119	.085	-.083	-1.394	.164
	AVGHS	-.110	.069	-.104	-1.601	.110
	AVGWLB	.096	.079	.080	1.216	.225
	AVGEA	.496	.072	.425	6.900	.000
	position1	.558	.510	.340	1.096	.274
	AVGCBP	-.011	.128	-.022	-.083	.934
	AVGTDP	.097	.161	.210	.601	.548
	AVGHSP	.201	.128	.349	1.573	.117
	AVGWLBP	-.104	.130	-.188	-.795	.427
	AVGEAP	-.336	.125	-.736	-2.692	.007

a. Dependent Variable: AVGCC

## Regression

**Model Summary<sup>c</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics		
					R Square Change	F Change	df1
1	.536 <sup>a</sup>	.288	.276	.44540	.288	25.119	6
2	.557 <sup>b</sup>	.310	.290	.44122	.023	2.419	5

**Model Summary<sup>c</sup>**

Model	Change Statistics		
	df2	Sig. F Change	
1	373	.000	
2	368	.036	1.812

a. Predictors: (Constant), position1, AVGCB, AVGWLB, AVGEA, AVGTD, AVGHS

b. Predictors: (Constant), position1, AVGCB, AVGWLB, AVGEA, AVGTD, AVGHS, AVGHSP, AVGWLB, AVGCB, AVGEAP, AVGTDP

c. Dependent Variable: AVGNC

**ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	29.899	6	4.983	25.119	.000 <sup>b</sup>
	Residual	73.996	373	.198		
	Total	103.894	379			
2	Regression	32.253	11	2.932	15.061	.000 <sup>c</sup>
	Residual	71.642	368	.195		
	Total	103.894	379			

a. Dependent Variable: AVGNC

b. Predictors: (Constant), position1, AVGCB, AVGWLB, AVGEA, AVGTD, AVGHS

c. Predictors: (Constant), position1, AVGCB, AVGWLB, AVGEA, AVGTD, AVGHS, AVGHSP, AVGWLB, AVGCB, AVGEAP, AVGTDP

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.623	.176		9.218	.000
	AVGCB	.330	.042	.438	7.852	.000
	AVGTD	.041	.053	.042	.773	.440
	AVGHS	-.094	.042	-.131	-2.242	.026
	AVGWLB	.034	.046	.042	.746	.456
	AVGEA	.139	.043	.176	3.250	.001
	position1	.000	.050	.000	-.009	.993
2	(Constant)	1.331	.208		6.385	.000
	AVGCB	.333	.050	.443	6.626	.000
	AVGTD	.079	.062	.082	1.269	.205
	AVGHS	-.148	.050	-.205	-2.949	.003
	AVGWLB	.091	.057	.113	1.592	.112
	AVGEA	.176	.052	.223	3.373	.001
	position1	.962	.370	.866	2.596	.010
	AVGCBP	-.062	.093	-.189	-.671	.502
	AVGTDP	-.129	.117	-.413	-1.103	.271
	AVGHSP	.189	.093	.484	2.033	.043
	AVGWLBP	-.181	.095	-.485	-1.914	.056
	AVGEAP	-.086	.091	-.278	-.946	.345

a. Dependent Variable: AVGNC

## Regression

**Model Summary<sup>c</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics		
					R Square Change	F Change	df1
1	.642 <sup>a</sup>	.412	.398	.48405	.412	28.827	9
2	.666 <sup>b</sup>	.444	.398	.48418	.031	.990	20

**Model Summary<sup>c</sup>**

Model	Change Statistics		
	df2	Sig. F Change	
1	370	.000	
2	350	.473	1.873

a. Predictors: (Constant), Working Exp, AVGEA, Working Exp, Working Exp, AVGHS, AVGTD, AVGCB, AVGWLB, Working Exp

b. Predictors: (Constant), Working Exp, AVGEA, Working Exp, Working Exp, AVGHS, AVGTD, AVGCB, AVGWLB, Working Exp, AVGHSWE3, AVGHSWE2, AVGWLBWE4, AVGEAWE2, AVGEAWE3, AVGCBWE1, AVGCBWE3, AVGWLBWE2, AVGTDWE2, AVGEAWE4, AVGCBWE2, AVGWLBWE3, AVGHSWE1, AVGEAWE1, AVGWLBWE1, AVGTDWE4, AVGCBWE4, AVGTDWE1, AVGTDWE3, AVGHSWE4

c. Dependent Variable: AVGAC

ANOVA<sup>a</sup>

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	60.788	9	6.754	28.827	.000 <sup>b</sup>
	Residual	86.693	370	.234		
	Total	147.482	379			
2	Regression	65.431	29	2.256	9.624	.000 <sup>c</sup>
	Residual	82.050	350	.234		
	Total	147.482	379			

a. Dependent Variable: AVGAC

b. Predictors: (Constant), Working Exp, AVGEA, Working Exp, Working Exp, AVGHS, AVGTD, AVGCB, AVGWLB, Working Exp

c. Predictors: (Constant), Working Exp, AVGEA, Working Exp, Working Exp, AVGHS, AVGTD, AVGCB, AVGWLB, Working Exp, AVGHSWE3, AVGHSWE2, AVGWLBE4, AVGEAWE2, AVGEAWE3, AVGCBWE1, AVGCBWE3, AVGWLBE2, AVGTDWE2, AVGEAWE4, AVGCBWE2, AVGWLBE3, AVGHSWE1, AVGEAWE1, AVGWLBE1, AVGTDWE4, AVGCBWE4, AVGTDWE1, AVGTDWE3, AVGHSWE4

**Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
	B	Std. Error	Beta			
1	(Constant)	1.207	.200		6.023	.000
	AVGCB	.313	.046	.348	6.816	.000
	AVGTD	.090	.058	.078	1.568	.118
	AVGHS	-.006	.046	-.007	-.134	.893
	AVGWLB	.032	.050	.034	.642	.521
	AVGEA	.296	.048	.314	6.153	.000
	Working Exp	-.318	.088	-.253	-3.616	.000
	Working Exp	-.277	.095	-.201	-2.914	.004
	Working Exp	-.252	.175	-.065	-1.441	.151
	Working Exp	-.254	.191	-.059	-1.333	.183
2	(Constant)	1.496	.680		2.199	.029
	AVGCB	.296	.139	.329	2.134	.034
	AVGTD	.193	.236	.168	.818	.414
	AVGHS	-.072	.172	-.084	-.420	.675
	AVGWLB	-.119	.181	-.124	-.659	.511
	AVGEA	.277	.170	.294	1.630	.104
	Working Exp	-.591	.725	-.470	-.815	.416
	Working Exp	-.516	.766	-.374	-.674	.501
	Working Exp	-.377	2.764	-.097	-.137	.891
	Working Exp	-4.319	3.124	-.995	-1.382	.168
	AVGCBWE1	.036	.153	.100	.236	.814
	AVGCBWE2	-.078	.162	-.188	-.482	.630
	AVGCBWE3	.252	.434	.229	.582	.561
	AVGCBWE4	.399	.734	.336	.543	.587
	AVGTDWE1	-.134	.248	-.396	-.540	.590
	AVGTDWE2	-.013	.258	-.035	-.052	.958
	AVGTDWE3	-1.070	.936	-.924	-1.142	.254
	AVGTDWE4	.359	1.253	.307	.287	.775
	AVGHSWE1	.082	.181	.211	.454	.650
	AVGHSWE2	.048	.193	.106	.248	.804
	AVGHSWE3	.234	.308	.183	.759	.448
	AVGHSWE4	-.584	1.431	-.443	-.408	.684
	AVGWLBWE1	.106	.193	.272	.550	.583
	AVGWLBWE2	.259	.205	.580	1.265	.207
	AVGWLBWE3	.798	.773	.626	1.032	.303
	AVGWLBWE4	.601	.853	.456	.705	.481
	AVGEAWE1	.052	.183	.158	.286	.775
	AVGEAWE2	-.079	.189	-.195	-.417	.677
	AVGEAWE3	-.036	.433	-.031	-.083	.934
	AVGEAWE4	.392	.593	.331	.661	.509

a. Dependent Variable: AVGAC



## Regression

**Model Summary<sup>c</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics		
					R Square Change	F Change	df1
1	.620 <sup>a</sup>	.384	.369	.61426	.384	25.616	9
2	.663 <sup>b</sup>	.439	.393	.60244	.056	1.733	20

**Model Summary<sup>c</sup>**

Model	Change Statistics		
	df2	Sig. F Change	
1	370	.000	
2	350	.027	1.930

a. Predictors: (Constant), Working Exp, AVGEA, Working Exp, Working Exp, AVGHS, AVGTD, AVGCB, AVGWLB, Working Exp

b. Predictors: (Constant), Working Exp, AVGEA, Working Exp, Working Exp, AVGHS, AVGTD, AVGCB, AVGWLB, Working Exp, AVGHSWE3, AVGHSWE2, AVGWLBWE4, AVGEAWE2, AVGEAWE3, AVGCBWE1, AVGCBWE3, AVGWLBWE2, AVGTDWE2, AVGEAWE4, AVGCBWE2, AVGWLBWE3, AVGHSWE1, AVGEAWE1, AVGWLBWE1, AVGTDWE4, AVGCBWE4, AVGTDWE1, AVGTDWE3, AVGHSWE4

c. Dependent Variable: AVGCC

ANOVA<sup>a</sup>

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	86.991	9	9.666	25.616	.000 <sup>b</sup>
	Residual	139.609	370	.377		
	Total	226.599	379			
2	Regression	99.572	29	3.434	9.460	.000 <sup>c</sup>
	Residual	127.027	350	.363		
	Total	226.599	379			

a. Dependent Variable: AVGCC

b. Predictors: (Constant), Working Exp, AVGEA, Working Exp, Working Exp, AVGHS, AVGTD, AVGCB, AVGWLB, Working Exp

c. Predictors: (Constant), Working Exp, AVGEA, Working Exp, Working Exp, AVGHS, AVGTD, AVGCB, AVGWLB, Working Exp, AVGHSWE3, AVGHSWE2, AVGWLBE4, AVGEAWE2, AVGEAWE3, AVGCBWE1, AVGCBWE3, AVGWLBE2, AVGTDWE2, AVGEAWE4, AVGCBWE2, AVGWLBE3, AVGHSWE1, AVGEAWE1, AVGWLBE1, AVGTDWE4, AVGCBWE4, AVGTDWE1, AVGTDWE3, AVGHSWE4

Coefficients<sup>a</sup>

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1	(Constant)	.495	.254	1.947	.052
	AVGCB	.477	.058	8.199	.000
	AVGTD	-.108	.073	-1.474	.141
	AVGHS	-.038	.058	-.648	.518
	AVGWLB	.070	.064	1.098	.273
	AVGEA	.371	.061	6.076	.000
	Working Exp	-.067	.111	-.600	.549
	Working Exp	-.109	.121	-.907	.365
	Working Exp	-.117	.222	-.525	.600
	Working Exp	.049	.242	.202	.840
2	(Constant)	2.365	.846	2.795	.005
	AVGCB	.169	.172	.152	.329
	AVGTD	-.336	.294	-.235	.253
	AVGHS	.023	.213	.022	.913
	AVGWLB	.082	.225	.069	.717
	AVGEA	.315	.212	.269	.138
	Working Exp	-2.133	.902	-1.370	.019
	Working Exp	-1.920	.953	-1.122	.045
	Working Exp	.397	3.439	.082	.908
	Working Exp	-6.789	3.887	-1.262	.082
	AVGCBWE1	.300	.190	.674	.115
	AVGCBWE2	.342	.202	.664	.091
	AVGCBWE3	.247	.540	.181	.647
	AVGCBWE4	.582	.913	.396	.524
	AVGTDWE1	.327	.309	.781	.290
	AVGTDWE2	.137	.321	.284	.670
	AVGTDWE3	-1.259	1.165	-.877	.281
	AVGTDWE4	1.216	1.559	.837	.436
	AVGHSWE1	-.021	.226	-.044	.925
	AVGHSWE2	-.164	.240	-.292	.494
	AVGHSWE3	.204	.383	.129	.595
	AVGHSWE4	-1.340	1.781	-.820	.452
	AVGWLBWE1	-.178	.240	-.368	.458
	AVGWLBWE2	.182	.255	.328	.476
	AVGWLBWE3	1.824	.962	1.153	.059
	AVGWLBWE4	1.066	1.062	.653	.316
	AVGEAWE1	.126	.228	.309	.579
	AVGEAWE2	.019	.235	.037	.937
	AVGEAWE3	-.995	.538	-.697	.065
	AVGEAWE4	.338	.738	.458	.647

a. Dependent Variable: AVGCC

## Regression

**Model Summary<sup>c</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics		
					R Square Change	F Change	df1
1	.547 <sup>a</sup>	.299	.282	.44361	.299	17.549	9
2	.586 <sup>b</sup>	.344	.289	.44144	.044	1.183	20

**Model Summary<sup>c</sup>**

Model	Change Statistics		
	df2	Sig. F Change	
1	370	.000	
2	350	.266	1.746

a. Predictors: (Constant), Working Exp, AVGEA, Working Exp, Working Exp, AVGHS, AVGTD, AVGCB, AVGWLB, Working Exp

b. Predictors: (Constant), Working Exp, AVGEA, Working Exp, Working Exp, AVGHS, AVGTD, AVGCB, AVGWLB, Working Exp, AVGHSWE3, AVGHSWE2, AVGWLBE4, AVGEAWE2, AVGEAWE3, AVGCBWE1, AVGCBWE3, AVGWLBE2, AVGTDWE2, AVGEAWE4, AVGCBWE2, AVGWLBE3, AVGHSWE1, AVGEAWE1, AVGWLBE1, AVGTDWE4, AVGCBWE4, AVGTDWE1, AVGTDWE3, AVGHSWE4

c. Dependent Variable: AVGNC

ANOVA<sup>a</sup>

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	31.081	9	3.453	17.549	.000 <sup>b</sup>
	Residual	72.813	370	.197		
	Total	103.894	379			
2	Regression	35.691	29	1.231	6.316	.000 <sup>c</sup>
	Residual	68.203	350	.195		
	Total	103.894	379			

a. Dependent Variable: AVGNC

b. Predictors: (Constant), Working Exp, AVGEA, Working Exp, Working Exp, AVGHS, AVGTD, AVGCB, AVGWLB, Working Exp

c. Predictors: (Constant), Working Exp, AVGEA, Working Exp, Working Exp, AVGHS, AVGTD, AVGCB, AVGWLB, Working Exp, AVGHSWE3, AVGHSWE2, AVGWLBE4, AVGEAWE2, AVGEAWE3, AVGCBWE1, AVGCBWE3, AVGWLBE2, AVGTDWE2, AVGEAWE4, AVGCBWE2, AVGWLBE3, AVGHSWE1, AVGEAWE1, AVGWLBE1, AVGTDWE4, AVGCBWE4, AVGTDWE1, AVGTDWE3, AVGHSWE4

Coefficients<sup>a</sup>

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.550	.184		8.439	.000
	AVGCB	.328	.042	.435	7.801	.000
	AVGTD	.053	.053	.055	1.006	.315
	AVGHS	-.106	.042	-.148	-2.542	.011
	AVGWLB	.024	.046	.029	.509	.611
	AVGEA	.137	.044	.173	3.108	.002
	Working Exp	.137	.081	.130	1.701	.090
	Working Exp	.077	.087	.066	.883	.378
	Working Exp	.260	.160	.080	1.619	.106
	Working Exp	.296	.175	.081	1.695	.091
2	(Constant)	1.737	.620		2.801	.005
	AVGCB	.236	.126	.314	1.870	.062
	AVGTD	-.136	.215	-.141	-.633	.527
	AVGHS	-.156	.156	-.217	-.999	.319
	AVGWLB	.112	.165	.139	.680	.497
	AVGEA	.331	.155	.419	2.134	.034
	Working Exp	-.171	.661	-.162	-.258	.796
	Working Exp	.423	.698	.365	.606	.545
	Working Exp	-1.766	2.520	-.541	-.701	.484
	Working Exp	1.188	2.848	.326	.417	.677
	AVGCBWE1	.074	.139	.244	.529	.597
	AVGCBWE2	.128	.148	.368	.868	.386
	AVGCBWE3	.409	.395	.442	1.035	.301
	AVGCBWE4	-.276	.669	-.277	-.412	.681
	AVGTDWE1	.294	.226	1.038	1.301	.194
	AVGTDWE2	.045	.235	.137	.190	.849
	AVGTDWE3	.069	.854	.071	.081	.935
	AVGTDWE4	-.926	1.143	-.942	-.811	.418
	AVGHSWE1	.071	.165	.215	.427	.670
	AVGHSWE2	-.051	.176	-.134	-.290	.772
	AVGHSWE3	.386	.281	.359	1.373	.171
	AVGHSWE4	.703	1.305	.636	.539	.590
	AVGWLBWE1	-.089	.176	-.270	-.504	.615
	AVGWLBWE2	-.125	.187	-.332	-.667	.505
	AVGWLBWE3	.004	.705	.004	.006	.995
	AVGWLBWE4	-.065	.778	-.059	-.084	.933
	AVGEAWE1	-.265	.167	-.955	-1.587	.113
	AVGEAWE2	-.117	.172	-.345	-.677	.499
	AVGEAWE3	-.233	.394	-.241	-.591	.555
	AVGEAWE4	.404	.541	.407	.747	.456

a. Dependent Variable: AVGNC

## Regression

**Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.624 <sup>a</sup>	.390	.381	.49063	1.851

a. Predictors: (Constant), AVGEA, AVGHS, AVGTD, AVGCB, AVGWLB

b. Dependent Variable: AVGAC

**ANOVA<sup>a</sup>**

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	57.454	5	11.491	47.736	.000 <sup>b</sup>
Residual	90.028	374	.241		
Total	147.482	379			

a. Dependent Variable: AVGAC

b. Predictors: (Constant), AVGEA, AVGHS, AVGTD, AVGCB, AVGWLB

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.985	.199		4.959	.000
	AVGCB	.316	.045	.352	6.975	.000
	AVGTD	.096	.059	.081	1.618	.107
	AVGHS	.002	.038	.002	0.53	.958
	AVGWLB	-.014	.048	-.015	-.294	.769
	AVGEA	.306	.047	.325	6.469	.000

a. Dependent Variable: AVGAC

## Regression

**Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.618 <sup>a</sup>	.382	.373	.61214	1.903

a. Predictors: (Constant), AVGEA, AVGHS, AVGTD, AVGCB, AVGWLB

b. Dependent Variable: AVGCC

**ANOVA<sup>a</sup>**

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	86.456	5	17.291	46.145	.000 <sup>b</sup>
Residual	140.143	374	.375		
Total	226.599	379			

a. Dependent Variable: AVGCC

b. Predictors: (Constant), AVGEA, AVGHS, AVGTD, AVGCB, AVGWLB

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.404	.248		1.776	.077
	AVGCB	.469	.057	.422	8.293	.000
	AVGTD	-.083	.074	-.057	-1.130	.259
	AVGHS	-.055	.048	-.054	-1.147	.252
	AVGWLB	.066	.060	.055	1.091	.276
	AVGEA	.370	.059	.317	6.273	.000

a. Dependent Variable: AVGCC



## Regression

**Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.529 <sup>a</sup>	.280	.271	.44716	1.747

a. Predictors: (Constant), AVGEA, AVGHS, AVGTD, AVGCB, AVGWLB

b. Dependent Variable: AVGNC

**ANOVA<sup>a</sup>**

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	29.112	5	5.822	29.119	.000 <sup>b</sup>
Residual	74.783	374	.200		
Total	103.894	379			

a. Dependent Variable: AVGNC

b. Predictors: (Constant), AVGEA, AVGHS, AVGTD, AVGCB, AVGWLB

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.655	.181		9.142	.000
	AVGCB	.313	.041	.415	7.566	.000
	AVGTD	.028	.054	.029	.528	.598
	AVGHS	-.038	.035	-.055	-1.091	.276
	AVGWLB	.002	.044	.003	.055	.956
	AVGEA	.141	.043	.178	3.275	.001

a. Dependent Variable: AVGNC

## Regression

**Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.421 <sup>a</sup>	.177	.171	.69177	1.802

a. Predictors: (Constant), AVGNC, AVGAC, AVGCC

b. Dependent Variable: AVGIS

**ANOVA<sup>a</sup>**

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	38.773	3	12.924	27.008	.000 <sup>b</sup>
Residual	179.932	376	.479		
Total	218.705	379			

a. Dependent Variable: AVGIS

b. Predictors: (Constant), AVGNC, AVGAC, AVGCC

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.910	.250		7.629	.000
	AVGAC	.372	.071	.306	5.210	.000
	AVGCC	.182	.065	.185	2.812	.005
	AVGNC	-.058	.085	-.040	-.686	.493

a. Dependent Variable: AVGIS