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Letter from the Editor-in-Chief

Myanmar and Korea have many similarities and are complementary relationship. Therefore, we believe that research exchange will expand mutual understanding between Myanmar and Korea, and will be the cornerstone for mutual development.

KOMYRA and YUE have co-published The Myanmar Journal since August 2014. So far, many scholars have published numerous papers through the journal, and We are sure that this journal has helped many people understand Myanmar and Korea more clearly and closely.

The Myanmar Journal covers various issues in Myanmar and Korea. It covers various topics that can promote bilateral development and mutual understanding, not limited to specific topics such as economy, industry, society, education, welfare, culture, energy, engineering, healthcare, and agriculture.

We hope that this journal will continue to promote understanding of the current status and potential capabilities of Myanmar and South Korea and promote in-depth international exchange and cooperation.

We would like to express our deepest gratitude to the editorial board and YUE and KOMYRA for their valuable support in The Myanmar Journal publication.

February 28, 2022

Youngjun Choi *yj choi*

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INFORMATION ABOUT The Myanmar Journal

The Myanmar Journal (ISSN 2383-6563) is the official international journal co-published by Yangon University of Economics (YUE) and Korea Myanmar Research Institute (KOMYRA).

This journal aims to promote the mutual cooperation and development of Myanmar and Korea through intensive researches in the entire field of society, economy, culture, and industry.

It will cover all general academic and industrial issues, and share ideas, problems and solution for development of Myanmar.

Articles for publication will be on-line released twice a year at the end of February and August every year on the Myanmar Journal webpage (http://www.komyra.com/bbs/board.php?bo_table=articles).

Internal Corporate Social Responsibility of Good Brothers' Company Limited

Cho Cho Thin

Mandalay University Distance Education

ABSTRACT : This study aims to observe the internal corporate social responsibility of Good Brothers' Company Limited. The objectives of the study are to identify the internal corporate social responsibility and to analyze the effects of internal corporate social responsibility activities on employee commitment of Good Brothers' Company Limited in Mandalay. There are total 323 employees. This study emphasizes only on 227 employees (83%) from non-managerial level as the sample by using simple random sampling method. The primary data was collected from the sample respondents by using structured questionnaires with five point Likert Scale and in-depth interview with authorized persons of Good Brothers' Company Limited in Mandalay. Secondary data was collected from relevant books, previous research papers and internet websites. The data collection period was January, 2021. Descriptive statistics was conducted to describe the profile of the respondents and the mean values of the internal corporate social responsibility and employee commitment. Correlation method was used to analyze the relationship between internal corporate social responsibility and employee commitment. Multiple regression analysis was applied to analyze the effects of internal corporate social responsibility on employee commitment. The results show that internal corporate social responsibilities are essential for the employee commitment in Good Brothers' Company Limited.

Key words : *Training and Development, Health and Safety, Internal Communication and Work-life Balance*

I. Introduction

The Corporate Social Responsibility (CSR) is one of the hotly debated topics in today's highly competitive business world. CSR has increasingly gain prominence over the years (Rexhepi, Kurtishi and Bexheti, 2013) and recently it has become an important factor to be considered by both businesses and academics (Lee et al.,

2013). Nowadays, many companies exercise increased willingness to act responsible towards key social issues. Reputation, brand image, ethical consideration, economic considerations, increased shareholder value, improved relationship with suppliers and government, and risk management are amongst many reasons for companies actively integrating CSR with their business plan (KPMG, 2011). Business corporations are focusing on CSR due to tremendous pressures from the society. Consumers are becoming more demanding as a result of increased awareness of green product and buying from companies that do not harm the environment. The adoption of a socially responsible business behavior is a way for companies to become active agents of sustainable development (Wilkinson, Hill and Gollan, 2001).

According to Pietersz (2011), CSR is divided into two which are external and internal CSR. External CSR refers to corporate socially responsible for local community, business partners and suppliers, customers, public authorities and NGOs representing local communities, and the environment such as philanthropy, volunteerism and environmental protection (European Commission, 2001). In addition, it involves social responsibility practices for employees especially in the area of their safety, health and well-being, training and participation in the business, equality of opportunities and work-family relationship (Vives, 2006). Employees are an essential part of every organization and they are highly influenced by the CSR initiatives carried out by the organization. The idea for a corporation to achieve the long-term sustainability, it is dependent on procuring the cooperation of numerous constituents, including but not limited to shareholders (Freeman, 1999).

Good Brothers' Company Limited is practicing the internal CSR to sustain their success and competitive advantages through the development of organization and individual employee. It is the Agricultural Machines Production and Distribution Company. It produces and distributes trucks, three wheel cycle farm trucks and their spare parts. It is holding about forty percent of agricultural machines trading industry of the country. It was started as a small family business in 1991. It was founded by five brothers. It has mainly two production plants and showrooms in Mandalay and many other branch offices which are located in Yangon, Nay Pyi Taw, Monywa and other cities in Myanmar. Now, it is an improving company as it can open more branches in most cities during over twenty years and thousands of retails and outlets.

II. Rationale of the Study

Employees as one of the business partners play an important role to increase

company's performance. The short-term and long-term results of the business are depended on having good employees' performance. Every organization strives for achieving organizational objectives by maintaining employee commitment in the organization because employee commitment benefits are: increased job performance, increased job satisfaction, decreased employee turnover, decreased intension to leave and decreased absenteeism. Employee commitment seems to be a crucial factor in achieving organizational success. CSR has certainly brought about 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. In addition, it involves social responsibility practices for employees especially in the area of their safety, health and well-being, training and participation in the business, equality of opportunities and work-family relationship.

However, the problem is that scholars less pay attention to internal CSR (Cornelius et al., 2008). In this study, Good Brothers' Company Limited in Mandalay is selected. It is one of the largest Agricultural Machines Production and Distribution. It accepts and treats the employees as the family members. And then, it trusts that employees are one of the vital targets of strategic CSR efforts. Therefore, it provides its employees with excellent beneficial packages as internal CSR activities for their development, and so that they can work and give efficiently and effectively the unique service to the customers.

The Objectives of the Study

The objectives of the study are;

- (i) To identify the internal CSR of Good Brothers' Company Limited in Mandalay.
- (ii) To analyze the effects of internal CSR on employee commitment of Good Brothers' Company Limited in Mandalay.

III. Literature Review

The term "CSR" is derived from corporations that are fulfilling their social responsibilities by their active involvement in helping resolve societal issues (Dowling, 2004). CSR aims to affect the stakeholders positively and go beyond the corporations' economic interest. CSR practices bring many benefits to the company which the company can take them as its business's competitive advantage, protect and raise brand awareness as well as building trust with customers and employees (Allirajah, 2013). CSR may affect employees' attitude towards the company by creating a

perception that the company is a desirable workplace (Lee et al., 2012). CSR enhances the employees' job satisfaction and organizational commitment which leads to greater productivity and low employee absenteeism (Thang, 2012).

1. Internal Corporate Social Responsibility

The internal dimension of CSR focuses on the activities being performed inside an organization. It basically lays emphasis on the activities that lead to improvement in well-being of employees. Another emphasis of internal CSR is on profitability at the bottom line. Several studies have identified and stated that on alignment of CSR strategy with company's core business, the outcome results in a wide range of bottom line benefits. These bottom line benefits include increased employee motivation and retention, higher productivity, reduced absenteeism and more efficient environmental- friendly production techniques among many others.

2. Dimensions of Internal Corporate Social Responsibility

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According to Turker (2009), internal CSR activities refer to CSR activities which are directly related with the physical and psychological working environment of employees. To measure corporate social responsibility in terms of the expectations of various stakeholders, these 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 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.

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.

1) Training and Development

Training and Development Training is defined as a company's effort in enabling employees to widen their skills and knowledge in order to achieve greater teamwork and personal growth and development. Training and Development activities have the potential to align a firm's employees with its corporate strategies. Some possible strategic benefits of training and development include employee satisfaction, improved morale, higher retention, lower turnover, improved hiring (Mondy and Martocchio, 2016). Buckley and Caple (2009), training and education are included in learning process in organization. According to them, training is "a planned and systematic effort to modify or develop knowledge / skill / attitude through learning experience to achieve effective performance."

The purpose of training is to enable an individual to acquire abilities in order to perform better in a given task and realize their potential. Training and development is a process where employees could reinforce their existing knowledge and skills by attending workshops and other activities that could motivate them to perform better in the workplace (Thang, 2012). In addition, training and development could advance the employees' performance and productivity by increasing their capability through learning as well as influencing employees' motivation and job satisfaction.

2) Health and Safety

Health and safety is defined as a company's effort in ensuring healthy employees without intensive stress feeling in job environment and actions performed to prevent accidents or diseases in the workplace (Kilic and Selvi, 2009). According to Friend and Kohn (2010), health and safety is "concerned with preserving and protecting human and facility resources in the workplace." In the simplest way, health and safety in workplace is one of company responsibility to try preventing deaths and injuries that might happen to their employees. In addition, health and safety also concern with improving organizational quality and efficiency. Here, work environment is divided into two which are psychosocial and physical. The psychosocial work environment is related with employee's integrity and dignity; how organization enables open communication with other employees; how employees feel safe (no harassment or other improper conduct). While on the other hand, physical working environment is related with building and equipment, climate, lighting, noise and radiation.

CSR was defined by the European Commission as a concept whereby companies

integrate social and environmental concerns in their business operations and in their interaction with their stakeholders on a voluntary basis. To be socially responsible means going beyond fulfilling the legal expectations, by also investing 'more' into human capital, the environment and the relations with stakeholders.

There can be no doubt that safe and sound working conditions and good worker health belong to the social responsibilities of companies and can be regarded as an integral part of CSR. CSR-practicing companies have a clear interest in safety and health at work. Poor standards in health and safety may spoil their image, which would therefore pose a direct threat to the value of the CSR effort and the continuity of their businesses. Furthermore, they are often involved in social accountability, taking responsibility for the impact of their business activities via suppliers, and also in developing countries including health and safety at work in overseas suppliers (European Agency for Safety and Health at Work, 2004).

3) Internal Communication

Communication is essential for organizational success. By definition internal communication is strategic management of interactions and relationships between stakeholders at all levels within the organization (Welch and Jackson, 2007). Internal communication can be defined as the transactions between individuals that aim to design and redesign organization (Frank and Brownell, 1989). According to Daft and Weick (1984), internal communication is a complex, interpretative process through which employees coordinate the essential work processes for the functioning of any organization. Internal communication can happen with the help of many different methods, such as internal newsletters or intranets, in addition to face to face conversation (Cornelissen, 2004). It takes place across all levels and organizational units of an organization.

Organization employs a broad range of internal communication strategies, including vertical, horizontal, formal and informal communication. Internal communication has been recognized as an important and vital part of any organization with strong effects on the overall success of the organization (Harshman and Harshman, 1999). In concrete terms, when effective, internal communication has been shown to result in greater employee engagement and commitment, lower employee turnover and superior financial performance (Yates, 2006).

Communicate its values early in the interview process and make sure they resonate with candidates. Finally, open internal communication channels are established. This ensures that every employee in the company knows where to turn when they need information (Hickey and Bennett, 2012). In the modern edge, technologies like Facebook, Viber and Email break down the barriers of

communication, making it easier to share big and small messages and announcements with employees within the organization. As like that, Tapan et al., (2015) states that employees are treated transparently for their development with internal communication process as an important CSR practice. Thus employees can become loyal and committed to the organization because of transparency and good internal communication of the business.

4) Work-life Balance

Work-life balance is defined as a company's effort in enabling its employees to have a control over the time, place and the way they work and it is attained when an employee's right to have a satisfactory life inside and outside paid work is recognized as a norm to the joint benefit of the individual, business and society. Work life balance is the relationship between the institutional and cultural times and spaces of work and non-work in societies (Ozbilgin et al., 2011). Practically, work life balance can strengthen employee engagement and productivity, thus it associate with the retention rates and commitment.

Work-life balance is a concept that support and enable the employees to split their time and energy between work and other important aspect of their lives such as family, friends, community, personal growth, self-care and spirituality. The purpose of work-life balance is to reduce the stress and unhappiness experience of employees since they spend majority of their hours on work-related activities which lead to unproductive employees The way of company deal with work-life balance is by taking initiatives to adopt flexible working arrangements such as job sharing, flexible work schedules, paid time off (PTO) policies (e.g. sick days, vacation days, and personal days) and company sponsored family events & activities (Heathfield, 2014).

3. Employee Commitment

Organizational commitment refers to an employee's willingness and intention to attach and stay in a particular organization for a longer period. According to Porter et al., (1974), the definition of employees' commitment is their enthusiasm to exert a great effort on behalf of the organization and their willingness to stay with the organization. Without employees' commitment, the organization would not be successful and sustainable.

Kargar (2012), an organization without full commitment of the employees will incur negative consequences, such as (1) increase absenteeism, (2) lack of job involvement, (3) low quality job, (4) lack of organizational loyalty, (5) illegal activities against the organization. These negative consequences will then become the major

barriers for the organization to achieve its predetermined organizational objectives. Therefore, it indicates that an organization with the employees who will contribute full commitment, loyalty and motivation towards the organization is more likely to be successful.

Employee commitment should be integrated to be able to deliver excellent performance toward organization success. Thus, company needs to have highly engaged yet committed employees to get advantage especially to increase the business performance by utilizing the employees' skills, knowledge and abilities. The model explains that there are three distinct components which affect the commitment of employees towards an organization. There are three components are as following: Affective commitment can be refers to employee's emotional attachment to the organization. The strength of affective organizational commitment is influenced by the extent to which the employees' needs and expectations about the organization are matched by their actual experience (Kumar and Bakhshi, 2010).

Normative commitment involves a feeling of moral obligation to continue working for a particular organization (Ram and Prabhakar, 2011). Employees feel that they should remain with the organization because the organization might have invested money or time to train the employees or it may have provided rewards for the employees. Continuance commitment occurs when employees measure the pros and cons of leaving the organization. Employees feel that they need to stay at the company because the loss that they experience when leaving the organization is greater than the benefits they think they might gain in a new organization. This study intends to link this gap by investigating the relationship between internal corporate social responsibility activities and employee commitment.

IV. Analysis and Results

This study to identify the internal CSR of Good Brothers' Company Limited in Mandalay. To analyze the effects of internal CSR on employee commitment of Good Brothers' Company Limited in Mandalay.

Table 1. Employee Perception on Internal Corporate Social Responsibility

Sr.No.	Variable	Mean
1	Training and development	3.96
2	Health and Safety	3.92
3	Internal Communication	3.91
4	Work-life Balance	3.94

Source: Survey Data (January, 2021)

According to Table (4.14), it is found that employee perception on the internal corporate social responsibility showed the agree levels of respondents. Among these factors, training and development had maximum value of 3.96. Training and development is the most preferred values of the employees because it can improve employee performance, employee satisfaction and morale. Finally it can increase productivity, adherence to quality standards and reduce employee turnover. Work-life balance also had the agree level of employees and it had the mean value of 3.94. Although the company set up the fixed working time, it offers the sufficient time for spending and socializing with family and friends. Moreover, health and safety had the mean value of 3.92 which was the agree level.

The company provides both psychologically and physically healthy and safe working environment. And then it offers the appropriate protecting materials and specific guidelines to reduce and avoid the accidents in working area because it is the machine manufacturing and distribution company. Nonetheless, internal communication had the minimum mean value of 3.91 but it showed the agree level. Internal communication is important for the company to create an understanding and helping in knowledge sharing. But Good Brothers' Company Limited pays moderate attention on effective internal communication.

Multiple Regression Analysis

The multiple Regression Analysis was conducted to know customer satisfaction on service quality of ATM machine users. It is described in the following Table (2).

Table 2. Multiple Regression Analysis of Employee Commitment

Variables	Standardized Coefficient		Unstandardized Coefficient	t	Sig.
	B	Std.Error	Beta		
Constant	0.497	0.401			
Training and development	0.254	0.087	0.148	2.930	0.004
Health and Safety	0.108	0.058	0.101	1.853	0.065
Internal Communication	0.256	0.064	0.249	4.001	0.000
Work-life Balance	0.503	0.076	0.411	6.623	0.000
R					0.683
R2					0.467
Adjusted R2					0.457

Source: Survey Data (January, 2021)

Dependent Variable: Customer Satisfaction

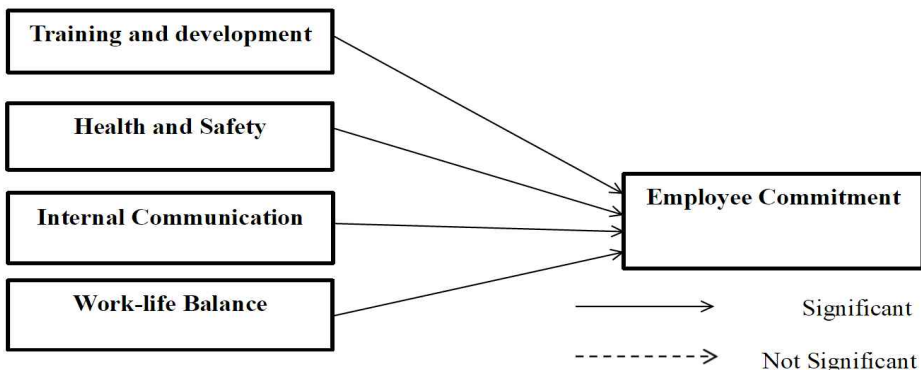
Note: *** 1%, ** 5% and *10% level respectively.

According to the Table (2), the results of multiple regression analysis indicated that training and development, health and safety, internal communication and work-life balance were positively and significantly related to employee commitment ($b = 0.254, t = 2.930, P < 0.01$), ($b = 0.108, t = 1.853, P < 0.1$), ($b = 0.256, t = 4.001, P < 0.01$) and ($b = 0.503, t = 6.623, P < 0.01$) respectively.

According to the above equation, if the company adds any internal CSR activities for their employees, the employee commitment will be increased to 0.497. The coefficient for training and development programs was 0.254 and one additional unit of training and development programs can increase 0.254 in employee commitment. This implies that there is positive relationship between training and development programs and employee commitment at 1 % level. It means that training and development programs of Good Brothers' Company Limited are important for their employees' commitment. The coefficient for health and safety is 0.108 and one additional unit of health and safety can increase 0.108 in employee commitment. This implies that there is positive relationship between health and safety and employee commitment at 10% level. It means that health and safety of Good Brothers' Company Limited is important for their employees' commitment. The coefficient for internal communication is 0.256 and one additional unit of internal communication can increase 0.256 in employee commitment.

This implies that there is positive relationship between internal communication and employee commitment at 1% level. It means that internal communication of Good Brothers' Company Limited is important for their employees' commitment. The coefficient for work-life balance is 0.503 and one additional unit of work-life balance can increase 0.503 in employee commitment. This implies that there is positive relationship between work-life balance and employee commitment at 1% level. If the company adds more units to these factors, employee commitment will be increased. If the company adds fewer units to this activity, employee commitment will be decreased.

Figure 1. Conceptual Framework with Results



Source: Survey Data (January, 2021)

According to the results of Figure (1), training and development, health and safety, internal communication and work-life balance had the significant and positive relationship with employee commitment. Therefore, it can be concluded that employee commitment can be built on the effective and supportive internal CSR activities. If the company can create a favorable condition in internal CSR activities for its employees, it can retain the employees for long-term success and for the reputation of the company through employee commitment. Training and development program conducted by the company is effective for the employees' career and skill development. Besides, the company gives the sufficient care for employees' health and safety. And then, employees can communicate openly with each other in the company and also can get and give the suggestions.

Moreover, most of the employees satisfy themselves in accordance with working hours to balance the work and life. According to regression coefficients, it can be said that work-life balance had the highest effect on employee commitment. The greatest value of standardized coefficient of independent variable shows the strongest distribution to dependent variable of standardized coefficients in this model, work-life balance had the largest value in standardized coefficient. An employee who fit into this company and is satisfied with their work and it finally leads to employee commitment.

V. Conclusion

1. Findings and Discussions

The objectives of the study are as follows to identify the internal CSR activities and to analyze the effects of internal CSR activities on employee commitment of Good Brothers' Company Limited. Internal CSR activities are essential to prove the employees' production and satisfaction, to achieve the corporate goals and organizational performance. The study confirms the significant effects of internal CSR on employee commitment. According to correlation analysis, it is found that all variables of internal CSR activities are significantly and positively correlated with employee commitment. The correlation of training and development factor and employee commitment is the lowest value among the other internal CSR activities of Good Brothers' Company Limited. But the study found out that training and developments had the significant relationship with employee commitment at this company. Employees recommend and satisfy with orientation training and ongoing training provided by the company.

Moreover, they believe that their knowledge, skills and abilities are more improved and confident after receiving the training. The second finding stated that there was a significant effect of health and safety on employee commitment. According to results, employees recognized that the company pays the medical expenses to the employees who suffered health problems and also funeral cases. The third finding revealed that there was a significant effect of internal communication on employee commitment.

Most of the respondents agreed that internal communication has an effect on decision making by applying the company provided information and employees satisfied that the company explained the most of the matters concerned with what is doing and why it is doing. And then employees enjoyed the company takes responsibility and accountability for its actions. But they don't know exactly where and who to ask for the information that they wanted to know. This may be due to the information gap and some of the employees are not familiar with the IT system, for example, Viber, Facebook and email. The final finding showed that work-life balance had the significant relationship with employee commitment. Work-life balance either increases or diminishes employee satisfaction, which in turn affects employee commitment to the organization. According to results, employees accepted that the company is supportive and caring about their well-being by providing them with opportunities to build up their capabilities. Additionally, the high performance and better service of employee can be obtained through employee commitment.

2. Suggestions and Recommendation

Organization's CSR activities are increasingly important to attract and retain good employees. These can directly motivate the employees and can build strong bonding between organization and its employees. Internal CSR activities such as employee development, health and safety policies, creating a motivating environment in organizations; reduce the organization's operation costs and enhance its productivity, increase employee motivation and satisfaction, reduce employee absenteeism, increase employee's performance in the agile business environment. Therefore, corporations are using CSR as a competitive strategy to create, develop, and sustain positive reputation by associated with employee commitment. Although internal CSR activities alone cannot guarantee employee commitment, these activities are fundamental for creating, achieving and maintaining employee commitment. However, there are some suggestions and recommendations for the company in implementation of their internal CSR activities in order to achieve effective employee commitment.

The company should give more training and development programs to attract and retain the employees. Training whether in form of seminars, on/off Job training

and refresher courses will improve the employee's technical expertise and enhance their career development. Furthermore, the company should provide employees physical and psychological working environment more safety and then should offer updated safety equipment at the workplaces and knowledge about how to use and handle them effectively and safely to employees. Therefore, the management of the company should reconsider the working hours, working days and day off for all levels of employees.

3. Limitations and Needs for Further Research

This research contains a number of limitations, consequently the results of this study should be considered in light of its limitations. Firstly, data were collected only from Good Brothers' Company Limited in Mandalay with small sample size which may limit the generalization of the findings. More and larger sample sizes that represent the industry should be done. Secondly, the respondents of this study were operational level. Their perception on internal CSR may be different from the managerial level. Employees may perceive differently the effects of internal CSR on commitment. Thirdly, this study is only taken employee commitment as an outcome of internal CSR activities, further studies should be examined other outcomes of internal CSR activities such as employee motivation, employee performance and organization reputation. Finally, this study emphasized on the effects of internal CSR activities on employee commitment.

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