

YANGON UNIVERSITY OF ECONOMICS
DEPARTMENT OF MANAGEMENT STUDIES
MBA PROGRAMME

**THE EFFECT OF INTERNAL CORPORATE SOCIAL
RESPONSIBILITY, AFFECTIVE COMMITMENT AND
KNOWLEDGE SHARING ON ORGANIZATIONAL
CREATIVITY AT COCA-COLA PINYA BEVERAGES
MYANMAR LTD.**

LIN THIRI AUNG

MBA II - 3

MBA 26TH BATCH

MAY, 2024

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ACADEMIC YEAR (2022 – 2024)

Supervised by:

Submitted by:

Dr. Myint Myint Kyi
Professor & Head
Department of Management Studies
Yangon University of Economics

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This thesis is submitted to the Board of Examiners in partial fulfillment of the requirements for the degree of Master of Business Administration (MBA).

Supervised by:

Dr. Myint Myint Kyi
Professor & Head
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Yangon University of Economics

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MBA II - 3
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ACCEPTANCE

This is to certify that the thesis entitled “**The Effect of Internal Corporate Social Responsibility, Affective Commitment and Knowledge Sharing on Organizational Creativity at Coca-Cola Pinya Beverages Myanmar Ltd.**” has been accepted by the Examination Board for awarding the degree of Master of Business Administration (MBA) degree.

Board of Examiners

(Chairman)

Dr. Tin Tin Htwe

Rector

Yangon University of Economics

(Supervisor)

(Examiner)

(Examiner)

(Examiner)

(Examiner)

(Examiner)

(Examiner)

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ABSTRACT

The aim of this paper is to explore the internal corporate social responsibility practices, affective commitment, and knowledge sharing of Coca-Cola Piny Beverages Myanmar Ltd. and analyze their effects on organizational creativity. This study uses both primary and secondary data. The census sampling method is used in this study to collect primary data from middle managers using a structured questionnaire. Data collection is conducted through an online survey in April 2024. Secondary data are gathered from academic journals, academic websites, and research papers. This study focuses on internal CSR, affective commitment, knowledge sharing, and organizational creativity. The descriptive method and regression analysis are used to analyze the data. According to multiple regressions, internal CSR has a significant positive effect on knowledge sharing. Moreover, affective commitment has a significant positive effect on organizational creativity of employees at Coca-Cola Piny Beverages Myanmar Ltd. According to the result of the Sobel test, a mediation of affective commitment is found on the relationship between internal CSR and on knowledge sharing at Coca-Cola Pinya Beverages Myanmar Ltd. And, there is a mediation of knowledge sharing is found on the relationship between affective commitment and organizational creativity at Coca-Cola Pinya Beverages Myanmar Ltd. Based on these results, Coca-Cola Piny Beverages Myanmar Ltd. should consider fostering internal CSR, affective commitment and knowledge sharing within its organizational culture to enhance organizational creativity. The study suggested that the management of Coca-Cola Piny Beverages Myanmar Ltd. should prioritize these factors by evaluating the current internal CSR practices, actively promoting affective commitment, knowledge sharing among employees. These efforts will ultimately contribute to enhanced organizational creativity at Coca-Cola Piny Beverages Myanmar Ltd.

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MBA II - 3
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LIST OF ABBREVIATIONS

BIG	-	Bottling Investments Group
BP	-	Business Partner
CCPBM	-	Coca-Cola Pinya Beverages Myanmar Ltd.
CFA	-	Confirmatory Factor Analysis
CSR	-	Corporate Social Responsibility
EFA	-	Exploratory Factor Analysis
HR	-	Human Resources
IT	-	Information Technology
QC	-	Quality Control
SBP	-	Strategic Business Partner
TCCC	-	The Coca-Cola Company

CHAPTER 1

INTRODUCTION

Corporate Social Responsibility (CSR) has grown in the complicated and modern corporate environment from being associated with philanthropic efforts to being recognised as a creative management paradigm in organizations that delivers profits not only for the firm but also for society. Thus, substantial change within CSR implementation and management has been crucial to adapt to a new and rapidly changing global business environment. With this progress, organizations started to upgrade CSR activities to choose strategically CSR activities not only focusing on the external community but also on the internal business environment. In other words, the internal CSR has been emphasized as the strategic tool for competitive advantage through the firm's creative and innovative responses to the market changes.

Internal CSR practices are those that have a direct impact on employees' physical and psychological working environments (Turker, 2009). It expresses concern for the health and well-being of employees, their training and engagement in the business, equality of opportunity, work-family interaction (Vives, 2006). Supporters of internal CSR claimed that it adds value to organizations because it is a determinant of employees' devotion, commitment, motivation, engagement, and loyalty, all of which have proven a favourable influence on company performance (Cooke & He, 2010).

Internal CSR is the conduct of organizations that are responsible for employees, such as, for example, the care shown in their careers, their needs, and their education (Bouraoui et al., 2018). Among potential consequences from internal CSR, organizational creativity (which encompasses staff creativity and creative working environment) has been deemed to have a favourable influence on organizational performance (Bharadwaj & Menon, 2000). Laursen and Foss (2003) and Shipton et al. (2006) suggested that in order for creativity and innovation processes to produce outcomes, not only research and development specialists but also other workers need be involved, perhaps requiring more internal CSR activities.

In addition, organizations need to create a suitable context to enhance individuals' motivation and commitment to learning and sharing knowledge for creativity application

purposes (Chuaung et al., 2016). According to Allen and Meyer (1991) organizational commitment is a feeling and/or beliefs about the employee's relationship with the organization. A person who is committed to the organization, is more likely to stay in the organization and has no intention to leave (Porter & Steers, 1973). Knowledge sharing is a mutual exchange of ideas and information that could influence the way teams learn in organizations (Shamsie & Mannor, 2013). It involves the capturing, organizing, reusing, and transferring of tacit knowledge, often characterized as the implicit knowing of one's own practices (Brooks, 1994).

Organizational creativity has been defined as the creation of a valuable, useful new product, service, idea, procedure, or process by individuals working together in a complex social system (Woodman et al., 1993). Indeed, in order for organizations to enjoy benefits from creativity and innovation, employees' creativity levels are not sufficient, but rather, the organizational level of creativity as a creative working environment where ideas flow may be more important (Çekmecelioğlu & Günsel, 2013).

From these arguments, internal CSR seems to be a potential determinant of organizational creativity, since it can stimulate affective commitment and encourage knowledge sharing among employees inside the organization (Mory et al., 2016). In Myanmar, many manufacturing firms urgently need to build organizational creativity for their long-term survival. In the manufacturing sector, food and beverages manufacturing firms contribute obviously to the country's economic development. Among the food and beverages manufacturing firms, Coca-Cola Pinya Beverages Myanmar Ltd. is one of the famous manufacturing firms. It was established in 2013 and there are 898 permanent employees according to the company record.

The present research attempts to provide the empirical evidence for the relationship between internal CSR and organizational creativity with the effects of potential mediators, namely affective commitment and knowledge sharing activities among employees in the Coca-Cola Pinya Beverages Myanmar Ltd.

1.1 Rationale of the Study

Organizational creativity has become increasingly important in today's volatile, uncertain, complex, and ambiguous business environment. Globalization, digitalization, and shifting consumer preferences have intensified the need for organizations to continuously innovate and differentiate themselves in the marketplace. Creativity is the catalyst for generating novel solutions, products, and business models that address evolving customer needs, market trends, and societal challenges. In a hypercompetitive landscape where imitation is rampant, organizations that prioritize creativity are better positioned to drive sustainable growth, disrupt industries, and create lasting value for stakeholders. Moreover, organizational creativity fosters a culture of experimentation, adaptability, and resilience, enabling organizations to navigate uncertainty, embrace change, and thrive in the face of adversity.

Organizational creativity cannot occur without knowledge sharing among employees in any organization. Knowledge sharing has emerged as a critical driver of organizational innovation, learning, and competitiveness in the knowledge-based economy. With the proliferation of information technologies and the rise of collaborative platforms, organizations have unprecedented opportunities to leverage the collective expertise, insights, and creativity of their employees. Knowledge sharing facilitates the dissemination of best practices, lessons learned, and innovative ideas across organizational boundaries, enabling faster problem-solving, decision-making, and adaptation to changing market conditions. In an era characterized by rapid knowledge obsolescence and disruptive innovation, organizations that foster a culture of knowledge sharing are better equipped to generate new ideas, seize emerging opportunities, and stay ahead of competitors.

Knowledge sharing alone may not be adequate to develop organizational creativity. Affective commitment has gained prominence as organizations strive to foster a sense of belonging, engagement, and loyalty among their employees. In an era characterized by rapid technological advancements, globalization, and organizational restructuring, employees are seeking meaningful connections and emotional fulfillment in their work. Affective commitment reflects employees' emotional attachment, identification, and enthusiasm toward their organization, which in turn influences their willingness to invest discretionary effort, demonstrate organizational citizenship behaviors, and remain committed during times of change or adversity. As organizations recognize the link between employee commitment and performance outcomes, cultivating affective

commitment has become a strategic imperative for enhancing employee retention, productivity, and organizational resilience in today's dynamic business environment.

The two main sources of organizational creativity can be fostered with organization's internal CSR. Internal CSR even alone may be the root cause of organizational creativity. Internal CSR has become increasingly important in contemporary organizations due to heightened awareness of social and environmental issues, as well as changing expectations from stakeholders, including employees, customers, investors, and communities. Organizations are recognizing the importance of promoting ethical practices, sustainability, and social responsibility within their operations. Internal CSR initiatives such as employee welfare programs, diversity and inclusion efforts, and ethical leadership practices not only contribute to a positive organizational creativity but also enhance employee morale, motivation, and job satisfaction. In today's competitive landscape, organizations that prioritize internal CSR are better positioned to attract and retain talent, build trust with stakeholders, and cultivate a strong organizational identity aligned with social and environmental values.

The role of organizational creativity is very obvious in manufacturing firms, including food and beverages manufacturing firms. In Myanmar, fierce competition is more obvious in the food and beverages sector due to increasing imported brands along with increasing local brands of beverages. In this landscape, Coca-Cola Pinya Beverages Myanmar Ltd. is also struggling to stand out in the market. Thus, this organization encourages its employees to share new knowledge with each other, and also provides tangible and intangible incentives to upgrade the affective commitment of its employees. Its major emphasis is employee well-being; thus, it has been fostering internal CSR activities. This study investigates whether its internal CSR activities are leading to its creativity, and also examines the role of knowledge sharing and affective commitment of its employees between internal CSR and organizational creativity.

1.2 Objectives of the Study

The objectives of the study are as follow:

1. To analyze the indirect effect of internal corporate social responsibility on knowledge sharing through affective commitment as mediator in Coca-Cola Pinya Beverages Myanmar Ltd.
2. To analyze the indirect effect of affective commitment on organizational creativity through knowledge sharing as mediator in Coca-Cola Pinya Beverages Myanmar Ltd.

1.3 Scope and Method of the Study

This study focuses on internal corporate social responsibility, affective commitment, knowledge sharing and organizational creativity at Coca-Cola Pinya Beverages Myanmar Ltd. Since this study focuses practices and results can be well expressed by middle managers, the focus area is on middle managers. There are 110 middle managers according to the company records.

In this study, census sampling method is applied to collect data from 110 middle managers. Data collection is conducted through online survey. The questionnaire is structured to gather information on internal CSR, affective commitment, knowledge sharing and organizational creativity. In analyzing the collected data, both descriptive and regression analysis methods are employed. In addition to primary data collection, secondary data are gathered from relevant texts, previous research papers, and reputable websites.

1.4 Organization of the Study

The organization of the study comprises five chapters. Chapter one serves as the introduction, encompassing the rationale, objectives, scope, method, and organization of the study. Chapter two presents the theoretical background, elucidating concepts of internal CSR, affective commitment, knowledge sharing, and organizational creativity. Furthermore, it reviews previous studies and establishes the conceptual framework for the current study. In chapter three, the profile and internal CSR practices of Coca-Cola Pinya Beverages Myanmar Ltd. are described, providing contextual insights into the organization. Chapter four conducts an analysis of the mediating effect of affective commitment and knowledge sharing between internal CSR and organizational creativity of the company. Finally, chapter five serves as the conclusion, offering findings and discussions derived from the analysis, along with suggestions, recommendations, and needs for further study.

CHAPTER 2

THEORETICAL BACKGROUND

This chapter explores the theoretical background of all variables applied in this study. It covers theories, definitions, and the importance of internal CSR, affective commitment, knowledge sharing and organizational creativity. It also reviews previous studies on the relationships between internal CSR, affective commitment, knowledge sharing and organizational creativity. The chapter concludes with a description of the conceptual framework.

2.1 Internal Corporate Social Responsibility

Most discussions in the CSR field are driven by issues inherent to external CSR (e.g., the preservation of the environment; companies' involvement in the communities where they operate), while the concept of internal CSR has been relatively ignored (Aguilera et al., 2007). Internal CSR refers to how firms respond to their responsibilities in regards to their employees, i.e., the work relations sphere (Cavazotte et al., 2016).

Standards of internal social responsibility within firms are discussed in several international documents, such as the European Union's Green Paper and the United Nations' Global Compact (Nguyen et al., 2019). The CSR literature discusses internal CSR issues at the institutional, organizational and individual level of analyses (Carroll, 2008). Institutional CSR initiatives encompass the social dialogue on labor relations between corporations and other organizations, such as, unions and professional representative bodies, and address normative and regulative issues (Christmann & Taylor, 2006). Internal CSR initiatives on the organizational level focus the work context and entail broad policies that aim at improving the physical environment for several employees, such as eliminating workplace risks that might pose a threat to their health and safety, or designing jobs in ways that promote involvement and participation (Turker, 2009). Internal CSR initiatives on the individual level focus on employees more directly, and address their specific needs. They range from programs that center on professional development, such as sponsoring training and professional education, to initiatives that attend to their needs beyond the workplace, such as offering pension plans and profit-sharing (Aguilera et al., 2007).

Although some internal CSR investments may reflect a concern with legal aspects and aim at reducing labor-related costs (Barnett, 2007), several internal CSR initiatives can promote positive employee attitudes and their improved performance, and therefore affect organizational effectiveness, particularly those that directly affect individual employees (McWilliams et al., 2006).

Internal CSR is creating a positive work environment and fostering a strong relationship between the organization and its workforce. When organizations prioritize employee well-being, fair treatment, and professional development opportunities, it leads to a more engaged and motivated workforce. Employees feel valued and invested in the success of the organization.

In today's competitive job market, talented individuals seek employers with strong ethical values and a commitment to internal CSR. An organization that prioritizes employee well-being can attract and retain top performers. Happy and engaged employees are more likely to think creatively and come up with innovative ideas. A positive work environment fosters collaboration and knowledge sharing, leading to a culture of continuous improvement.

An organization with a strong internal CSR track record builds a positive reputation. Internal CSR practices like promoting health and safety can lead to fewer workplace accidents and lower healthcare costs. Additionally, a stable and satisfied workforce reduces employee turnover, saving on recruitment and training expenses. By prioritizing employee well-being and ethical practices, organizations can create a win-win situation for themselves and their workforce.

2.3 Affective Commitment

Organizational commitment, as an attitude, has been defined as “the relative strength of an individual’s identification with an involvement in a particular organization” (Mowday et al., 1979). This definition, reflecting an individual’s affective commitment, represents a major approach to the study of organizational commitment and appears to be the most desired form of commitment (Meyer et al., 2002). Affective commitment is emerging as a critical factor that helps people to overcome their natural resistance to knowledge sharing (Allen & Meyer, 1996).

Employees with strong affective commitment become more involved in a company's common affairs that are not their official duties. Affective commitment seems to be a strong driving force leading employees to voluntary knowledge-sharing behavior. According to Allan and Meyer (1990), affective commitment refers to the employees' emotional attachment towards identification with and involvement within the organization. Kanter (1968) defined affective commitment as the willingness of social actors to give energy and loyalty to the organization and the attachment to the group. Employees with a strong degree of affective commitment continue employment with the organization because they want to do so (Ghani et al., 2004).

In order to achieve affective commitment, employers need to help their employees' value participation in the organization. The more the employees' value being part of the organization, the more likely they are to stay in. Existing literature on co-operators' commitment Byrne and McCarthy (2005) highlights that the affective dimension of commitment is based on an emotional attachment to, and bond with the co-operative society. Thereby, affective commitment is not calculative in nature nor does it reflect a sense of obligation to stay (Allen & Meyer, 1991). Instead, it reflects the member's desire to remain attached to this particular social entity – as the relationship feels good, brings a sense of belonging, and is satisfying (Byrne & McCarthy, 2005).

Affective commitment is an employee's emotional commitment to the organization they work for. When employees feel strong affective commitment, they are more loyal, engaged and work harder to achieve organizational goals. Employees with high affective commitment are invested in the organization's success and take pride in their work. They try to achieve better performance, higher productivity, and a more positive work attitude. And people who feel emotionally connected to their workplace are loyal.

Highly committed employees are more engaged and willing to contribute their ideas. They feel comfortable taking risks and exploring new solutions, leading to a more innovative work environment. When employees feel passionate about their organization, it fosters a collaborative and supportive culture. This positive atmosphere attracts and retains top talent, further strengthening the organizational culture. Employees who are emotionally invested in their work provide excellent customer service because they take pride in their organization's reputation. Therefore, affective commitment is important since it creates not only a more positive and productive work environment but also growth of the organization.

2.5 Knowledge Sharing

Knowledge is the crux of, and a crucial element for organizational survival (Asrar-ul-Haq et al., 2016). In the recent past, knowledge in organizations has been considered as a critical organizational resource (Nikerson & Zenger, 2004) and the basis for creating economic value and competitive advantage (Drucker, 1993). Knowledge sharing is the task of providing information and knowledge, helping and collaborating with others to solve problems, developing new ideas, and implementing policies or procedures (Wang & Noe, 2010). It involves the capturing, organizing, reusing, and transferring of tacit knowledge, often characterized as the implicit knowing of one's own practices (Brooks, 1994). Such implicit knowing can be expressed in more explicit terms when individuals share their concrete experiences in the form of narratives or storytelling (Patriotta, 2003).

Knowledge sharing means offering knowledge that is embedded in the minds of individuals to other members in their closeness. The sharing of first-hand or direct experience increases awareness of the sharer's decision making processes (Carlile, 2002). Hence, the sharing of concrete experiences promotes the externalization of tacit knowledge in such a way that it can be appreciated by others for further application (Nonaka & Von Krogh, 2009). People who choose to share their knowledge are largely motivated by a desire to help others increase their understanding of a phenomenon and improve their performance. Knowledge sharing calls for a willingness to communicate information and experience with others (Cabrera & Cabrera, 2002).

Sharing knowledge is widely acknowledged as a motivating factor for improving both individual and organisational performance (Kuruppuge & Gregar, 2017). Knowledge sharing must be based on respect and trust for it to be effective. A person's attitude towards sharing knowledge in an organization can arise if the organization's leadership gives possibilities for knowledge sharing (Bock et al., 2005). Close collaboration and coordination among members in an organization, such as sharing knowledge, immediately results in higher individual work performance (Kuruppuge & Gregar, 2017).

Organizations that embrace a culture of knowledge sharing have a strategic advantage. A free flow of ideas sparks creativity and fuels innovation. When knowledge and experiences are readily shared, new ideas and solutions emerge, while fostering a competitive advantage. Employees can approach problems from a variety of perspectives when they have access to a wider knowledge. When a variety of ideas are included,

employees are able to identify flaws in current strategies and provide more creative solutions, which boosts productivity and flexibility.

Information exchange guarantees that all employees are in agreement, removing unnecessary repetitions and wasting time and resources on unnecessary duties. Having more access to information enables employees to make well-informed decisions which result in better strategic direction and lower risk. Within the organization, knowledge sharing promotes a culture of ongoing learning and development. By fostering a culture of open exchange, organizations can unlock the collective wisdom of their workforce, drive innovation, optimize processes, and make informed decisions, propelling them towards sustainable success.

2.7 Organizational Creativity

Creativity in the workplace is defined as “the production of novel and useful ideas” (Amabile, 1988). Additionally, creativity at the organization level may be also referred as a creative and collaborative working climate (Zhang & Begley, 2011). An organization may need both individual creativity and organizational creative climate which enables employees’ ideas to become measurably innovative outputs (Sarooghi et al., 2015). Elenurm (2012) defined organizational creativity as the application of creativity in the organization operation which could have the organization better face the environment change. Keller and Yeaple (2012) regarded organizational creativity as valuable and useful new products, services, ideas, processes, or procedures created through individuals in the complicated social system.

Organizational creativity refers to a process of producing and exploiting useful ideas rather than promoting them, which is the subject of innovation (Sarooghi et al., 2015). Lin et al. (2012) considered that organizational creativity would be affected by technology factors, group characteristics, organizational characteristics and systems, and social & cultural characteristics. The organizational structure is seen in the literature as influential of organizational creativity (Puccio & Cabra, 2010). Puccio and Cabra (2010) identified five critical criteria required for an organization to foster creativity: 1) The innovation strategy focuses explicitly on the development and introduction of new products and services is derived from the organization's vision; 2) Organizational structure that includes flexibility, freedom, and cooperative teams; 3) Organizational support mechanisms, such

as reward and recognition programmes, and availability of resources; 4) Behaviour that stimulates innovation, consisting of responses to failure, generation of ideas, and continuous learning spirit. 5) Maintain open communication. Aslam et al. (2014) viewed organizational creativity as multi-level, which could not only design goods but also encompassed the creativity of new management systems, such as refining working procedures and generating new functions. This factor concerns the hierarchy of the organization and how it communicates (Ekvall, 1997). The structure should be open to communication and with a favorable climate for creativity. The organizational climate refers to the structure, salaries, benefits, physical environment and dimensions of the work environment (Ekvall, 1997).

In today's dynamic marketplace, the ability to develop novel solutions and adapt to changing circumstances is crucial. Creativity fuels groundbreaking ideas, products, and services that differentiate the organization from its competitors. Encouraging creativity empowers employees to anticipate challenges and proactively develop solutions, fostering resilience and adaptability in a rapidly evolving business landscape. Creativity is also about finding better ways to do things. By fostering creative thinking, organizations can identify and eliminate inefficiencies in existing processes, leading to improved operational performance and cost savings. Creative problem-solving helps organizations leverage existing resources by maximizing their value and minimizing cost. This fosters a culture of resourcefulness and cost-effectiveness.

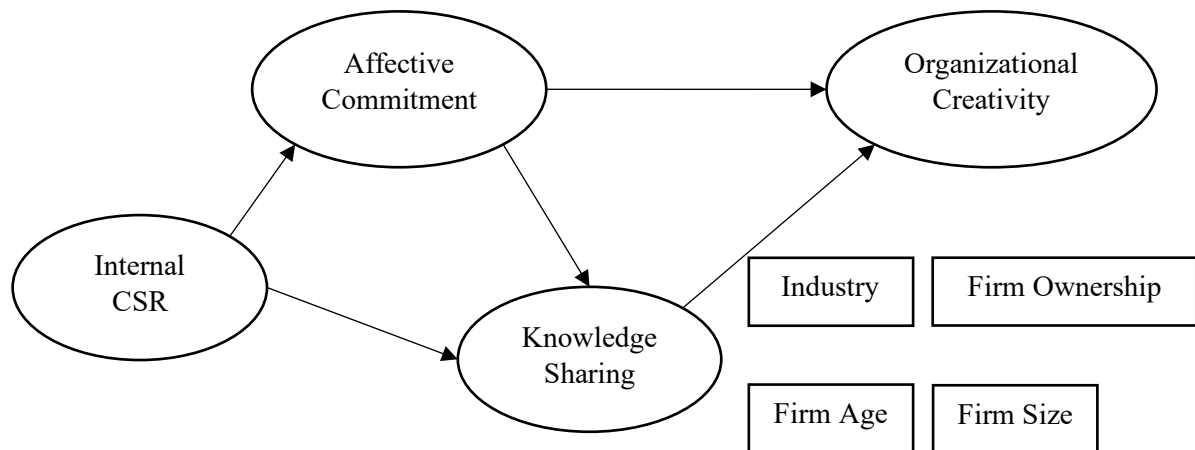
Additionally, encouraging creativity empowers employees to contribute their unique ideas and talents, leading to a more engaged and motivated workforce. Employees feel valued and invested in the organization's success. Organizations that value creativity have an advantage over others in the competition for talented personnel. A reputation for fostering creative thinking attracts and retains top talent who are eager to contribute their ideas and be part of a dynamic environment. Therefore, the ability to adapt to changing market demands and seize unforeseen opportunities is critical for long-term success. By fostering a culture of creative thinking, formal organizations can position themselves for sustainable success in a dynamic and competitive environment.

2.9 Empirical Study

Researchers have suggested that companies with a socially responsible culture have an intangible asset to attract, retain, and engage the workforce (Bhattacharya et al., 2009). The related previous study is "Internal corporate social responsibility and organizational creativity: An empirical study of Vietnamese small and medium-sized enterprises" analyzed by (Nguyen et al., 2019). The researchers aimed to identify the effect of internal corporate social responsibility and organizational creativity within the Vietnamese small and medium-sized enterprises.

It was conducted through a survey involving full time employees who are graduated from five biggest universities, which specialized in economics and business in Hanoi. After filtering and removing questionnaires with incomplete information or those from major organisations, 199 remained for further research, representing 26.53% of the valid response rate. The sample included 117 manufacturing and 82 non-manufacturing companies. The conceptual model of this previous study is shown in Figure (2.1).

Figure (2.1) Conceptual Framework of Nguyen et al.



Source: Nguyen et al. (2019)

In this study, Likert-type 5-point scale format was used to capture information from respondents, ranging from 1 = strongly disagree to 5 = strongly agree. Internal CSR included four main aspects which are work diversity, human rights, training and development, and work–life balance. And respondents were asked how often they share

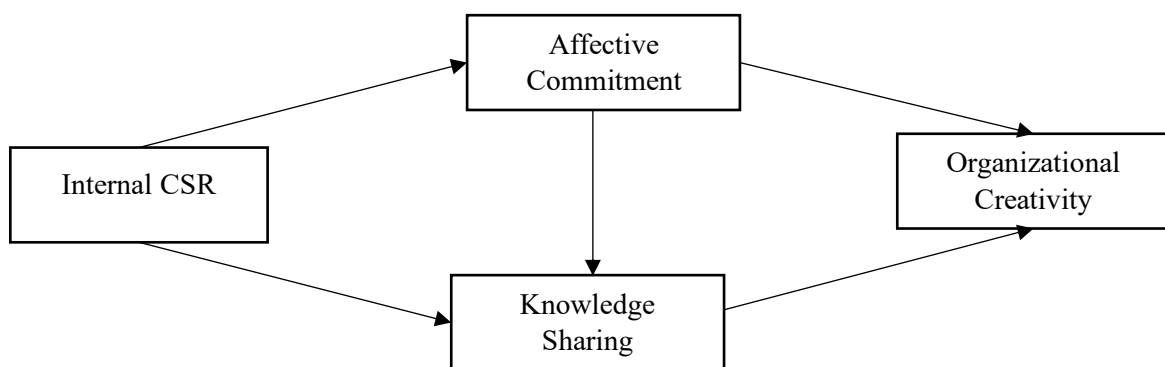
their knowledge with other people within the organization. They were asked to evaluate the affective commitment levels of employees in the organization in general. Finally, 11 questions were asked to measure organizational creativity.

The findings revealed how different aspects of internal corporate social responsibility (CSR) influence organizational creativity. The study found that knowledge sharing played a crucial role in connecting internal CSR, specifically workplace practices and training, with organizational creativity. Affective commitment, on the other hand, only linked workplace practices to organizational creativity. Knowledge sharing, in turn, had a significant impact on organizational creativity. In summary, knowledge sharing fully mediated the connection between internal CSR and organizational creativity. Affective commitment also fully mediated the link between workplace practices and organizational creativity. It did not mediate the connection between training and development practices and organizational creativity. The study recommended the key inputs for organizational creativity are its people and the environment that enable organizations to ensure individuals' new ideas are shared and put into practice. Affective commitment can be one source not only motivating employees to create new ideas but also making the perceived climate more favorable for creativity. Thus, managers should start caring more about their employees' psychological welfare and attachment to the organization.

2.10 Conceptual Framework of the Study

Building upon the findings from previous study, this study proposes a conceptual framework to explore the effect of internal corporate social responsibility, affective commitment and knowledge sharing on organizational creativity at Coca-Cola Pinya Beverages Myanmar Ltd. Figure (2.2) shows this conceptual framework.

Figure (2.2) Conceptual Framework of the Study



Source: Own Compilation (2024)

In this conceptual framework, internal CSR, affective commitment, knowledge sharing, and organizational creativity are developed from previous study of Nguyen et al. (2019). According to Figure (2.2), the internal CSR is an independent variable, and the internal CSR and knowledge sharing are independent variables. However, the affective commitment is a mediating variable while the knowledge sharing is dependent. And the knowledge sharing is a mediator while affective commitment is a dependent variable. The organizational creativity is a dependent variable, affective commitment and knowledge sharing are independent variables.

CHAPTER 3

PROFILE AND INTERNAL CSR PRACTICES OF COCA-COLA PINYA BEVERAGES MYANMAR LTD.

This chapter firstly presents the profile of Coca-Cola Pinya Beverages Myanmar Ltd., and its organizational structure. Then in the second part, the internal CSR practices of Coca-Cola Pinya Beverages Myanmar Ltd. are presented.

3.1 Profile of Coca-Cola Pinya Beverages Myanmar Ltd.

The Coca-Cola Company (TCCC) is one of the world's largest beverage companies which has a rich and fascinating history spanning over a century. Coca-Cola was invented by Dr. John Pemberton, a pharmacist from Atlanta, Georgia, in 1886. He created the syrup for Coca-Cola and sold it at Jacobs' Pharmacy as a medicinal tonic. Asa Candler, a businessman, bought the formula from Pemberton for \$2,300 in 1888. Candler was instrumental in establishing Coca-Cola as a leading beverage brand through aggressive marketing and distribution efforts.

The Coca-Cola System operates through multiple local channels. The primary way that the products reach the marketplace starts with TCCC, which manufactures and sells concentrates, beverage bases and syrups to bottling operations. Coca-Cola bottling partners produce, package, and deliver branded drinks to customers and vending partners, who sell them to consumers.

In January 2006, TCCC owned bottling operations were brought together to form the Bottling Investments Group (BIG). BIG was created to ensure those bottling operations receive the appropriate investments and expertise to ensure long term success. By strategically investing in select bottling operations, temporarily taking these under Coca-Cola ownership, and utilizing the leadership and resources of The Coca-Cola Company, BIG drives long-term growth in critical markets and address major structural or investment challenges.

Coca-Cola Pinya Beverages Myanmar Ltd. (CCPBM) was established in 2013. It is a 100% owned subsidiary of the Bottling Investments Group (BIG) which is a 100% owned subsidiary of TCCC. After the lifting of sanctions, TCCC became one of the first U.S. companies to be awarded an investment permit under Myanmar’s new Foreign Investment Law. The previous year marked the tenth anniversary of its local operation in Myanmar.

CCPBM’s 99% of employees are Myanmar nationals with different backgrounds. The product portfolio is diverse from low-to-no sugar sparkling drinks, value-added dairy beverages, energy drinks, juices and water, in different packaging sizes and designs to meet the different needs of Myanmar people. From trademark Coca-Cola there are other popular brands available in Myanmar which are Sprite, Dasani, Nutriboost, Schweppes, Max+, and Burn. The head office is located in Hlaing Thar Yar Industrial Zone, and it has two bottling plants in Hmawbi and Hlaing Thar Yar townships.

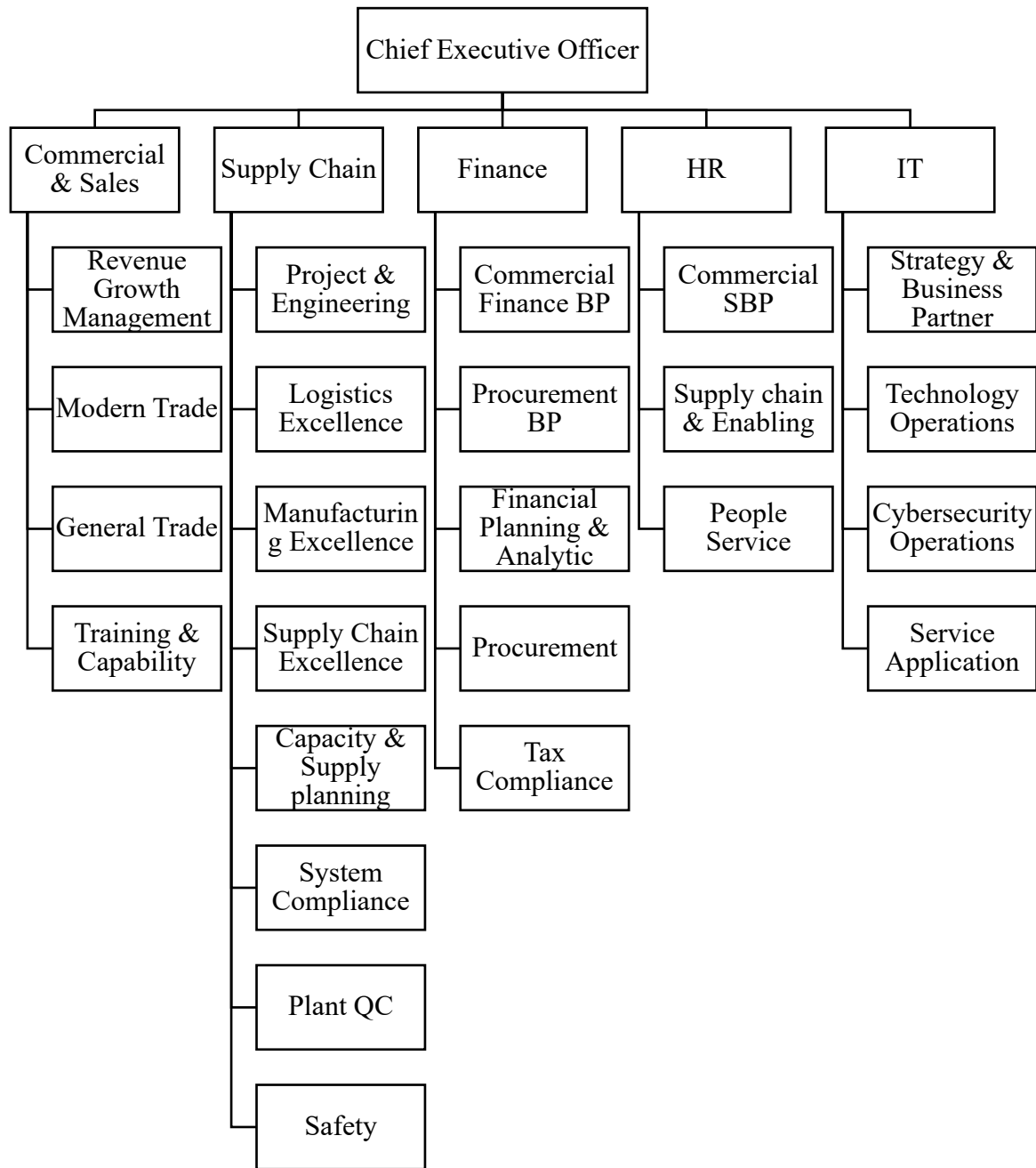
3.1.1 Vision, Mission, and Values

The vision of Coca-Cola Pinya Beverages Myanmar Ltd. is “Shaping a new future together as ONE Coca-Cola Family, Creating Moments of Happiness, Inspiring Optimism and Refreshing Myanmar by being within arm's reach of every consumer.” The mission of Coca-Cola Pinya Beverages Myanmar Ltd. is “To Build a Consumer Driven, Customer Focused, Sustainable and Socially Responsible Business in Myanmar.” And the core values of Coca-Cola Pinya Beverages Myanmar Ltd. are “Leadership, Teamwork, Integrity, Accountability, Passion, Quality and Empowerment.”

3.2 Organization Structure

Coca-Cola Pinya Beverages Myanmar Ltd. has approximately 800 employees and the company thrives on the collective expertise and dedication of its team members. Coca-Cola Pinya Beverages Myanmar Ltd. is organized by five main departments such as Commercial & Sales Department, Supply Chain Department, Finance Department, Human Resources Department and IT Department. The company’s operations are driven by a shared vision and unwavering commitment as they approach each day with a unified passion and passion in their pursuit of excellence and customer satisfaction. Its organization chart is shown in Figure (3.1).

Figure (3.1) Organization Chart of Coca-Cola Pinya Beverages Myanmar Ltd.



Source: Coca-Cola Pinya Beverages Myanmar Ltd. (2024)

(i) Commercial & Sales Department

The Commercial & Sales Department focuses on driving revenue generation through the sales of Coca-Cola products in the Myanmar market. This department is responsible for developing and implementing sales strategies to achieve sales targets and increase market share. It conducts market research to identify consumer preferences, trends, and competition, helping to tailor sales approaches accordingly. Additionally, the Commercial & Sales Department manages relationships with key accounts also known as modern trade customers, distributors, and retailers to ensure effective distribution and placement of Coca-Cola products. Sales representatives within this department often engage in activities such as negotiating contracts, managing promotions, and providing support to clients to maximize sales opportunities.

(ii) Supply Chain Department

The Supply Chain Department oversees the entire supply chain process, from sourcing raw materials to delivering finished products to customers. This department is responsible for production planning, inventory management, logistics, and distribution. Additionally, the Supply Chain Department collaborates with manufacturing facilities to optimize production schedules, minimize lead times, and maintain product quality standards. Furthermore, it manages transportation, warehousing, and distribution networks to ensure timely delivery of Coca-Cola products to retailers and consumers across Myanmar.

(iii) Finance Department

The Finance Department handles all financial aspects of Coca-Cola Pinya Beverages Myanmar Ltd., ensuring financial stability and compliance with regulatory requirements. This department is responsible for financial planning, budgeting, forecasting, and financial reporting. It manages financial transactions such as accounts payable and receivable, payroll processing, and tax compliance. Moreover, the Finance Department conducts financial analysis to assess business performance, identify areas for improvement, and support strategic decision-making by senior management. It also plays a crucial role in risk management, internal controls, and audit processes to safeguard the organization's financial assets and integrity.

(iv) Human Resources Department

The Human Resources (HR) Department is tasked with managing the organization's most valuable asset which is workforce. This department oversees recruitment and staffing, employee relations, performance management, training and development, compensation and benefits, and HR policy implementation. It ensures compliance with labor laws and regulations, promotes a positive work culture, and fosters employee engagement and retention. Additionally, the HR Department handles employee grievances, conflict resolution, and disciplinary actions when necessary. It plays a pivotal role in nurturing talent, building leadership capabilities, and aligning organizational objectives with employee goals and aspirations.

(v) IT Department

The IT Department is responsible for managing and maintaining the information technology infrastructure and systems of Coca-Cola Pinya Beverages Myanmar Ltd. This department oversees the development, implementation, and support of IT systems, including hardware, software, networks, and databases. It provides technical assistance to users, ensures data security and privacy, and implements technology solutions to enhance operational efficiency and productivity. Moreover, the IT Department collaborates with other departments to leverage technology for innovation, digital transformation, and competitive advantage in the beverage industry. It plays a crucial role in driving technological initiatives that support business growth and enable seamless operations within the organization.

3.2 Internal CSR Practices of Coca-Cola Pinya Beverages Myanmar Ltd.

At Coca-Cola Pinya Beverages Myanmar Ltd., internal CSR practices are deeply rooted in the organization which is commitment to employee well-being, inclusivity, and community engagement. Since the organization believes in diversity and fostering inclusivity, it organizes special events and initiatives to honor the contributions of women in the workplace and society at large. In addition, arranging Panel Discussions, where experiences and insights were shared on cultivating an inclusive workplace culture. Such

initiatives empower employees to contribute to positive change and support inspired inclusion within the organization.

Additionally, on International Youth Day, it organizes special celebrations and activities to empower the young leaders within the organization. Through skill-building workshops, mentoring programs, and community outreach initiatives which support the personal and professional growth of the youth and inspiring them to make a positive impact in their communities and beyond.

Each month, the organization hosts a Health Webinar, where experts share valuable insights on various health topics, ranging from mental wellness to nutrition and exercise. These webinars provide employees with access to important information and resources to support their overall well-being. In addition to the monthly health webinars, the organization conducts Informative Health Talks to educate employees on preventive health measures, disease management, and healthy lifestyle choices. These talks are delivered by medical professionals and experts in their respective fields, empowering our employees to make informed decisions about their health and wellness.

To promote relaxation and stress relief, the organization organizes Therapeutic Activities such as yoga sessions, meditation workshops, and mindfulness exercises. These events provide opportunities for employees to rejuvenate and de-stress through therapeutic activities, fostering a culture of balance and resilience. Additionally, employee's health extends to regular health talks, annual medical check-ups, and personalized consultations with in-house medical experts, ensuring comprehensive support for employees' physical and mental well-being.

The organization provides flexible work arrangements which means an alternative work schedules or conditions that differ from the traditional 9-to-5 office-based model. These practices in the organization enable employees to have more control over when, where, and how they work. Employees have the option to work from office or work from home. This arrangement utilizes technology to stay connected and productive. Leveraging technology, the organization fosters virtual collaboration by enabling employees to work remotely through telecommuting. This approach promotes efficiency work life balance and allows for a more diverse and globally dispersed workforce. And the organization also supports parental leave and family-friendly policies to help employees balance work and

family responsibilities. This includes extended parental leave, childcare support, and flexible return-to-work arrangements after parental leave. Supporting parental leave and family-friendly policies cultivate a healthy and productive workforce within the organization.

Another highlight of CSR initiatives is the yearly CCPBM Family Celebrations, where it brings together employees and their families for a day of fun, bonding, and celebration. These events feature a variety of activities, including games, talent shows, live performances, and delicious meals, creating lasting memories for the CCPBM family.

Recently, it organized the 'Quill and Refresh' Paper Quilling Workshop, exemplified the commitment to celebrating individual talents and promoting inclusion. By engaging in the vibrant and stimulating setting of the workshop, employees were able to express their creativity through paper quilling techniques, producing intricate designs for Coca-Cola bottles. This event not only enhanced employee engagement, happiness, and ingenuity but also promoted a sense of unity and belonging within our workforce.

At Coca-Cola Pinya Beverages Myanmar Ltd., internal CSR practices reflect the commitment to creating a workplace where employees feel valued, supported, and empowered to thrive. Through ongoing initiatives and events, the organization strive to promote health, well-being, diversity, and inclusivity, while also making a meaningful contribution to the communities.

CHAPTER 4

ANALYSIS ON THE EFFECT OF INTERNAL CORPORATE SOCIAL RESPONSIBILITY, AFFECTIVE COMMITMENT AND KNOWLEDGE SHARING ON ORGANIZATIONAL CREATIVITY AT COCA-COLA PINYA BEVERAGES MYANMAR LTD.

This chapter consists of three main sections. Firstly, research methodology, profile of respondents and reliability analysis are carried out. Then, the descriptive analysis on internal CSR, affective commitment, knowledge sharing and organizational creativity of Coca-Cola Pinya Beverages Myanmar Ltd. are presented. In the final part, the analysis on the effect of internal CSR, affective commitment, knowledge sharing on organizational creativity is presented.

4.1 Research Methodology

In this study, the structured questionnaire is developed to collect the primary data. The questionnaire consists of (5) parts: profile of respondents, internal CSR, affective commitment, knowledge sharing and organizational creativity. The question items are in Likert-type 5-point scale format. For internal CSR, the ten question items are identified for internal CSR, the seven question items are for affective commitment, the five question items are for knowledge sharing, the eleven question items are for organizational creativity.

The questionnaires are distributed to selected 110 employees online. All employees replied to the questionnaires. For data analysis, Best (1977) identification is based. Best (1977) scored Likert scale of this sort on the mean scale of 1.00 - 1.80 to mean Strongly Disagree, 1.81 - 2.60 to mean Disagree, 2.61 - 3.40 to mean Neutral, 3.41 - 4.20 to mean Agree, and 4.21 - 5.00 to mean Strongly Agree. For data analysis, the descriptive and regression analyses are applied. For regression analysis, data reliability is tested in advance.

4.2 Profile of Respondents

Demographic data are collected from all 110 respondents and respondents' profile is categorized into gender, age, education, department, position and year of service at Coca-Cola Pinya Beverages Myanmar Ltd., which are shown in Table (4.1).

Table (4.1) Demographic Profile of Respondents

Sr. No.	Demographic Factors	No. of Respondents	Percentage
	Total	110	100.0
1	Gender		
	Male	65	59.1
	Female	45	40.9
2	Age		
	21 – 30 years	44	40.0
	31 – 40 years	55	50.0
	41 years and above	11	10.0
3	Education		
	Graduate	74	67.3
	Post Graduate (Master, Ph.D.)	36	32.7
4	Department		
	Commercial & Sales	42	38.2
	Supply Chain	37	33.6
	HR	11	10.0
	Finance	12	10.9
	IT	8	7.3
5	Position		
	Supervisor	46	41.8
	Executive	39	35.5
	Manager	25	22.7
6	Year of Service		
	Within 1 year	3	2.7
	1 – 3 years	21	19.1
	3 – 5 years	41	37.3
	5 years and above	45	40.9

Source: Survey Data (2024)

Based on the survey data, the gender group of respondents is characterized by male and female with frequency and percentage. 65 male and 45 female employees make up the

respondents. Because of the nature of the work, Coca-Cola Pinya Beverages Myanmar Ltd. employs more men than women. Age is categorized as between 21-30, 31-40, and over 41 years old, in that order. The respondents' maximum age range is from 31 to 40 years old. 21-30 years old is the second maximum age group; 44 respondents, or 40 percent, fall into this category. The respondents who are over 41 years old represent a minority of the group; 11 out of them, or 10 percent, are in this group. The respondents' education levels are categorized as graduate and post graduate. Among the 110 respondents, 32.7 percent are post graduate, while 74 respondents, 67.3 percent hold graduate degrees. Most respondents are at the graduate level, with a smaller number holding master's degrees. In term of department, most of the respondents are from Commercial & Sales Department followed by Supply Chain Department and smaller portion on HR, Finance and IT Departments.

Then, the respondents' positions are categorized as supervisor, executive, and manager. Based on the survey, 25 respondents holding manager positions represents 22.7 percent, while 39 respondents in executive positions represent 35.5 percent. Supervisor positions are represented by 46 respondents, accounting for 41.8 percent. The respondents' work experiences are divided into within 1 year, 1-3 years, 3-5 years, and 5 years and above. Among the respondents, 3 respondents with within 1 year of experience make up 2.7 percent, while 21 respondents with 1-3 years of experience represent 19.1 percent. Additionally, there are 41 respondents with 3-5 years of experience accounting for 37.3 percent, 45 respondents with 5 years and above experience representing 40.9 percent. It can be concluded that most respondents have 5 years and above experience.

According to the survey data, the company has more male than female employees due to the portion of Commercial & Sales Department which has more male employees than other departments. And it has a skilled and experienced workforce, with most of the respondents having a graduate degree and majority of them having 5 years and above working experience. This indicates that the company values quality, professionalism, and expertise in its services.

4.3 Reliability Analysis

Reliability was implemented in order to evaluate the internal consistency of the variables in the questionnaire. Cronbach's alpha is a measure of internal reliability of the questions. The reliability test is a process of measuring the consistency or repeatability of the scale.

According to George (2003), the generally accepted rule for describing internal consistency using Cronbach's alpha is: Alpha values 0.9 and above are excellent, between 0.8 and 0.9 are good, between 0.7 and 0.8 are acceptable, between 0.6 and 0.7 are Questionable, and between 0.5 and 0.6 are poor and less than 0.5 is unacceptable. Table (3.3) shows the reliability (alpha value) of the variables.

Table (4.2) Reliability Analysis Results of Question Items

No.	Variables	No. of Items	Cronbach's Alpha	Interpretation
1	Internal CSR	10	0.891	Good
2	Affective Commitment	7	0.852	Good
3	Knowledge Sharing	5	0.920	Excellence
4	Organizational Creativity	11	0.941	Excellence

Source: Survey Data (2024)

Table (4.2) shows Cronbach's Alpha values of internal CSR, affective commitment, knowledge sharing and organizational creativity. All the results of 4 variables using Cronbach's Alpha and SPSS software. The reliability score of all questionnaires is above minimum requirement of 0.70, therefore, the variables of the study and questionnaire are reliable and consistent.

4.4 Employee Perception on Internal CSR Practices of Coca-Cola Pinya Beverages Myanmar Ltd.

Internal CSR practices contribute to company's overall success and positive impact on society. To analyze the Internal CSR, ten questions are asked to all 110 employees of Coca-Cola Pinya Beverages Myanmar Ltd. The mean values for internal CSR are shown in Table (4.3) as follow.

Table (4.3) Internal CSR

Sr. No.	Description	Mean	Standard Deviation
1	Providing equal opportunities to all employees	4.57	0.71
2	Executing fair hiring practices	4.58	0.61
3	Offering training programs to develop leadership skills	4.43	0.77
4	Allowing to give their opinions to contribute to the development of the company	4.29	0.81
5	Training employees on skills that prepare them for future jobs and career development	4.37	0.73
6	Providing consulting and supportive activities for employees on their future development	4.32	0.74
7	Allowing employees to have time to learn new skills	4.25	0.79
8	Accommodating of employees' requests for lateral transfers	4.13	0.87
9	Providing employees with information on the availability of job openings inside the company	4.52	0.75
10	Supporting employees when they decide to obtain ongoing training	4.45	0.76
	Overall Mean Value	4.40	

Source: Survey Data (2024)

According to the mean values (including the overall mean) between 4.21 and 5.00, it can be concluded that most of the respondents (employees) strongly agreed that the

company has been implementing internal CSR programs. They strongly agreed that the company is providing equal opportunities, leadership trainings, training for career development, consultation for future development, supporting for ongoing training, and information about job openings to employees. They also strongly agreed that the company's top management execute fair practices, allow employees to present their own ideas, and allow employees the time for learning. They agreed with giving chances to employees the time for learning and giving equal chances to employees to transfer to another departments.

4.5 Employee Perception on Affective Commitment of Coca-Cola Pinya Beverages Myanmar Ltd.

Affective commitment is utilized as a mediating variable in this study. This section includes the analysis on the affective commitment of employees at Coca-Cola Pinya Beverages Myanmar Ltd. It is explored by using five-point Likert questionnaires. Employees perception on affective commitment is analyzed with seven different questions. The mean values for affective commitment are shown in Table (4.4).

Table (4.4) Affective Commitment

Sr. No.	Description	Mean	Standard Deviation
1	Spending the rest of the career in the company	4.18	0.80
2	Talking about the company with people outside of it	4.14	0.71
3	Feeling as if the company's problems are their own	4.09	0.85
4	Holding a great deal of personal significance for the company	4.29	0.75
5	Feeling like "part of the family"	4.40	0.91
6	Feeling "emotionally attached" to the company	4.44	0.90
7	Feeling a strong sense of belonging to the company	4.45	0.86
	Overall Mean Value	4.28	

Source: Survey Data (2024)

According to the mean values (including the overall mean) between 4.21 and 5.00, it can be concluded that most of the respondents (employees) strongly agreed that they have affective commitment to the company. They strongly agreed that they have a great personal meaning to the company and always feel like part of the company. They also strongly agreed that they are emotionally attached to the company and feel a strong sense of belonging to the company. They agreed that they want to spend the rest of the career in the company, talk about the company with people outside of it, and feel as if the company's problems are their own.

To cultivate a strong affective commitment between their employees and the organization, Coca-Cola Pinya Beverages Myanmar Ltd. build strong employer brand while investing employee growth and empowering employees. To build strong employer brand, the organization foster positive work environments that emphasize collaboration, open communication, and respect involving flexible work arrangements, work-life balance initiatives, and employee recognition programs such as giving bonus, staff drinks, and care packs regularly. It makes employees feel good about being part of the organization and makes them a sense of belonging. Coca-Cola Pinya Beverages Myanmar Ltd. invest in employee growth through offering extensive training and development opportunities, mentorship programs. These initiatives help employees develop their skills, advance their careers, and foster a sense of community. These boost employees' morale and commitment while demonstrating the organization's commitment to its employees.

4.6 Employee Perception on Knowledge Sharing of Coca-Cola Pinya Beverages Myanmar Ltd.

In this section, the analysis on the knowledge sharing of employees at Coca-Cola Pinya Beverages Myanmar Ltd. is explored. To analyze the knowledge sharing, five questions are asked to all 110 employees of Coca-Cola Pinya Beverages Myanmar Ltd. The mean values for knowledge sharing are shown in Table (4.5).

Table (4.5) Knowledge Sharing

Sr. No.	Description	Mean	Standard Deviation
1	Sharing general overviews in the company	4.55	0.74
2	Sharing specific requirements in the company	4.45	0.75
3	Sharing analytical techniques in the company	4.44	0.75
4	Sharing progress reports in the company	4.56	0.71
5	Sharing results in the company	4.54	0.74
	Overall Mean Value	4.51	

Source: Survey Data (2024)

According to the mean values (including the overall mean) between 4.21 and 5.00, it can be concluded that most of the respondents (employees) strongly agreed that the company has knowledge sharing behavior and practices. They strongly agreed that they share not only general overviews such as department goals, milestone estimates, and member responsibilities but also specific requirements. They also strongly agreed they share analytical techniques e.g., statistical tools, detailed methods, testing procedures, specific indicators of measurement and progress reports status updates, resource problems, or personnel evaluations in the company. And they strongly agreed with sharing results in the company.

Coca-Cola Pinya Beverages Myanmar Ltd. develops knowledge sharing culture within the organization through building a collaborative environment, using organizational portal, and organizing monthly Town Hall, departments meetings, and one on one meeting with managers. The organization encourages teamwork on projects, and mentorship programs pairing experienced employees with newcomers all foster knowledge exchange. Organizational portal creates a searchable knowledge base with best practices, training materials, and project documentation. Monthly Town Halls keep everyone informed about organization strategy and upcoming developments, market shares, NSR, sales growth, etc. Departmental meetings allow for focused knowledge sharing within teams' specific requirements such as forecasts, order requests, or characteristics of products, services, and customers. Finally, one-on-one meetings with managers provide opportunities for personalized career development discussions and targeted knowledge transfer. By combining these methods, the organization creates a dynamic learning ecosystem that fosters knowledge sharing and empowers employees to continuously develop their skills.

4.7 Employee Perception on Organizational Creativity of Coca-Cola Pinya Beverages Myanmar Ltd.

In this section, the analysis on the organizational creativity of employees at Coca-Cola Pinya Beverages Myanmar Ltd. is explored. To analyze the organizational creativity, eleven questions are asked to 110 employees of Coca-Cola Pinya Beverages Myanmar Ltd. The mean values for organizational creativity are shown in Table (4.6).

Table (4.6) Organizational Creativity

Sr. No.	Description	Mean	Standard Deviation
1	Understanding their role in, and contribution to the company	4.65	0.58
2	Bringing up new ideas and opinions without quickly being criticized	4.48	0.74
3	Allowing employees to solve problems and take actions which are most suitable in a given	4.40	0.74
4	Allowing to give their opinion to contribute to the development of the company	4.52	0.80
5	Having a dynamic atmosphere in the company	4.35	0.85
6	Being able to discuss freely different opinions, ideas, experience, and knowledge	4.50	0.74
7	Placing creativity at the heart of the company	4.61	0.69
8	Having a stimulating atmosphere in the company	4.51	0.81
9	Embracing new ideas enthusiastically	4.56	0.68
10	Having positive environment and encouraging new ideas	4.55	0.69
11	Having an easy, natural flow of ideas within the company	4.56	0.71
	Overall Mean Value	4.52	

Source: Survey Data (2024)

According to the mean values (including the overall mean) between 4.21 and 5.00, it can be concluded that most of the respondents (employees) strongly agreed that the company encourage organizational creativity. They strongly agreed that employees understand their roles and contribution to the company, can bring up new ideas and opinions without quickly being criticized, and it allows employees to solve problems and take actions which are most suitable. They also strongly agreed that the company allows employees to give their opinion to contribute to the development of the company, has a dynamic atmosphere in the company, and employees are able to discuss freely different opinions, ideas, experience, and knowledge. They strongly agreed with placing creativity at the heart of the company, having a stimulating atmosphere in the company, embracing new ideas enthusiastically, having positive environment and encouraging new ideas, and having an easy, natural flow of ideas within the company.

To spark fresh ideas and drive innovation within the organization, Coca-Cola Pinya Beverages Myanmar Ltd. builds a culture of creativity and provides resources and support. The organization ensures psychological safety where employees feel safe to take risks, experiment without fear of punishment. This encourages open expression of ideas, fostering a breeding ground for creativity. By actively promoting diversity and inclusion, the organization tap into a wider range of perspectives and experiences. This rich mix of ideas fuels creative problem-solving and innovation. And it leverages cross-functional teams to bring together diverse perspectives and expertise. This cross-pollination of ideas sparks creative solutions that might not emerge from single departments. It also organizes structured brainstorming sessions with clear goals and open participation. These unleash the innovative potential of the workforce, leading to groundbreaking ideas, improved products and services, and a competitive edge in the global marketplace.

4.8 Mediating Effect of Affective Commitment between Internal CSR and Knowledge Sharing at Coca-Cola Pinya Beverages Myanmar Ltd.

To test the mediating effect of affective commitment on relationship between internal CSR and knowledge sharing, the following steps are followed:

1. Total effect through regression analysis on effect of independent variable on dependent variable.
2. Regression analysis on effect of independent variable on mediating variable.
3. Regression analysis on effect of independent variable and mediating variable on dependent variable.
4. Sobel test for significance of mediating variable.
5. Finding indirect effect, direct effect, and total effect.

As a first step, direct effect of internal CSR (independent variable) on knowledge sharing (dependent variable) is analyzed. The result is shown in Table (4.7).

Table (4.7) Effect of Internal CSR on Knowledge Sharing

Independent Variables	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	VIF
	B	Std. Error	Beta			
(Constant)	1.179	0.392		3.012	0.003	
Internal CSR	0.758***	0.088	0.636	8.568	0.000	1.000
R	0.636					
R Square	0.405					
Adjusted R Square	0.399					
Durbin-Watson	1.667					
F Value	73.407***					

Source: Survey Data (2024)

Note: *Significant at 90% level, **Significant at 95% level, ***Significant at 99% level

According to result of Table (4.7), the total effect of internal CSR on knowledge sharing is 0.758 significant at 1% level. Then the effect of internal CSR on affective commitment is analyzed and the result is shown in Table (4.8).

Table (4.8) Effect of Internal CSR on Affective Commitment

Independent Variables	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	VIF
	B	Std. Error	Beta			
(Constant)	1.418	0.397		3.574	0.001	
Internal CSR	0.652***	0.090	0.574	7.277	0.000	1.000
R	0.574					
R Square	0.329					
Adjusted R Square	0.323					
Durbin-Watson	1.853					
F Value	52.948***					

Source: Survey Data (2024)

Note: *Significant at 90% level, **Significant at 95% level, ***Significant at 99% level

As shown in Table (4.8), the coefficient value is 0.652 at 1% significant level and standard error is 0.090 for the effect of internal CSR on affective commitment (effect of independent variable and mediating variable). After doing analysis on effect of internal CSR (independent variable) on affective commitment (mediating variable), the third step of testing mediating effect is continued. In this step, the independent variables are internal CSR and affective commitment, and dependent variable is knowledge sharing. The results are shown in Table (4.9).

Table (4.9) Effect of Internal CSR and Affective Commitment on Knowledge Sharing

Independent Variables	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	VIF
	B	Std. Error	Beta			
(Constant)	0.578	0.376		1.539	0.127	
Internal CSR	0.481***	0.098	0.404	4.913	0.000	1.490
Affective Commitment	0.424***	0.086	0.405	4.921	0.000	1.490
R	0.717					
R Square	0.515					
Adjusted R Square	0.505					
Durbin-Watson	1.563					
F Value	56.705***					

Source: Survey Data (2024)

Note: *Significant at 90% level, **Significant at 95% level, ***Significant at 99% level

According to result of Table (4.9), the coefficient value of determination (R Square) is 0.515. Thus, the linear regression model in this case can explain 51.5% about the relationship between internal CSR and affective commitment on knowledge sharing. According to significant value, it is found that there is a positive relationship between internal CSR and affective commitment on knowledge sharing at 99% significant level. VIF value is less than 10. Thus, there is no problem of multicollinearity. Durbin Watson value is 1.563 and it is between 1.5 and 2.5. Thus, the sample is enough. The value of F test, the overall significance of the model, is highly significant at 1 percent level. The specified model can be said valid. Significant value is out of range of 0.06 – 0.08. Therefore, it doesn't exist marginally correlated. To test the mediating effect of affective commitment between internal CSR and knowledge sharing, the sobel test is conducted. The result is shown in Table (4.10).

Table (4.10) Sobel Test Result for Mediating Test for Affective Commitment between Internal CSR and Knowledge Sharing

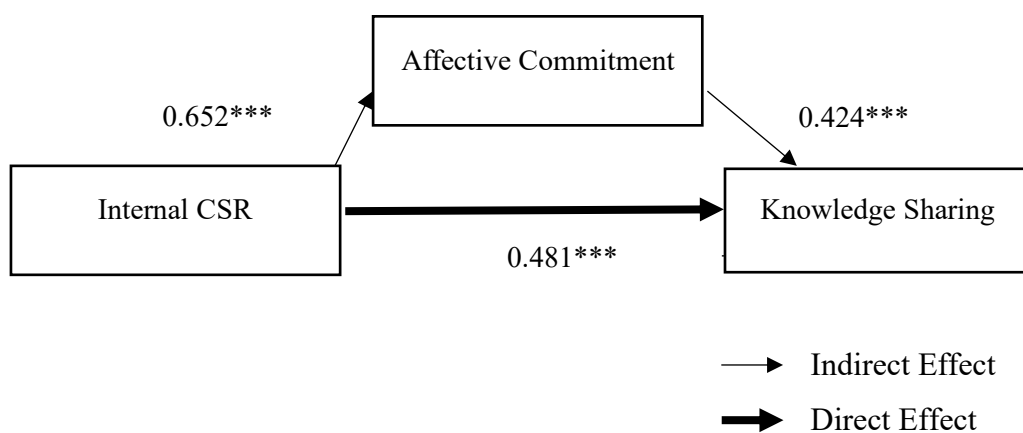
Input			Test Statistic:	Std. Error:	p-value:
a	0.652	Sobel Test:	4.07589051	0.06782518	0.00004584
b	0.424	Aroian Test:	4.04960746	0.06826538	0.0000513
S _a	0.090	Goodman Test:	4.10269206	0.0673821	0.00004084
S _b	0.086	Reset all	Calculate		

Source: Survey Data (2024)

According to result of Table (4.10), p value 0.00004584 is less than 0.01. Thus, there is mediating effect of affective commitment between internal CSR and knowledge sharing at the 1% significant level. The total effect, direct effect and indirect effect are as follows.

$$\begin{aligned}
 \text{Total Effect} &= 0.758 \\
 \text{Direct Effect} &= 0.481 \\
 \text{Indirect Effect} &= 0.652 \times 0.424 = 0.277 \\
 \text{Direct Effect} + \text{Indirect Effect} &= \text{Total Effect} \\
 0.481 + 0.277 &= 0.758
 \end{aligned}$$

Figure (4.1) Mediating Effect of Affective Commitment Between Internal CSR and Knowledge Sharing



Notes: ***Significant at 1% level, **Significant at 5% level, *Significant at 10% level

Source: Survey Data (2024)

The result shows that there is a positive significant effect of internal CSR on knowledge sharing, as shown in Figure (4.11). Regarding with the indirect effect, it is found

that there is a positive significant effect of internal CSR on affective commitment and a positive significant effect of affective commitment on knowledge sharing as well.

Therefore, a mediation of affective commitment is found on the relationship between internal CSR and on knowledge sharing of Coca-Cola Pinya Beverages Myanmar Ltd. The company is a pioneering provider of internal CSR programs aimed at fostering knowledge sharing.

The results of survey, analyzed through regression analysis with data from 110 respondents, reveal a critical finding: internal CSR has a positive and significant influence on knowledge sharing at Coca-Cola Pinya Beverages Myanmar Ltd. In short terms, employees at the company are more likely to share their knowledge with others when the company engages in internal CSR activities. This finding implies that the company's efforts to promote social responsibility and ethical practices internally not only benefit its employees but also contribute to the exchange and dissemination of knowledge within the organization. By implementing internal CSR practices such as actively fulfill and improve fairness regarding employees, and ensure work safety and the growth and development of employees can create a more engaged and productive workforce.

Internal CSR has a positive significant effect on both affective commitment and knowledge sharing, as it fosters a culture of mutual respect, transparency, and social responsibility within the organization. This creates an environment where employees feel valued, motivated, and empowered to collaborate, share their expertise, and contribute to the collective learning and innovation initiatives of the organization.

4.9 Mediating Effect of Knowledge Sharing between Affective Commitment and Organizational Creativity at Coca-Cola Pinya Beverages Myanmar Ltd.

This section presents analysis on the mediation effect of knowledge sharing between affective commitment and organizational creativity at Coca-Cola Pinya Beverages Myanmar Ltd. As a first step, effect of affective commitment (independent variable) on organizational creativity (dependent variable) is analyzed. The results are shown in Table (4.11).

Table (4.11) Effect of Affective Commitment on Organizational Creativity

Independent Variables	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	VIF
	B	Std. Error	Beta			
(Constant)	1.878	0.299		6.289	0.000	
Affective Commitment	0.614***	0.069	0.651	8.901	0.000	1.000
R	0.651					
R Square	0.423					
Adjusted R Square	0.418					
Durbin-Watson	1.706					
F Value	79.233***					

Source: Survey Data (2024)

Note: *Significant at 90% level, **Significant at 95% level, ***Significant at 99% level

According to result of Table (4.11), the total effect of affective commitment on organizational creativity is 0.614 significant at 1% level. Then, the effect of affective commitment (independent variable) on knowledge sharing (mediating variable) is analyzed and the result is shown in at Table (4.12).

Table (4.12) Effect of Affective Commitment on Knowledge Sharing

Independent Variables	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	VIF
	B	Std. Error	Beta			
(Constant)	1.653	0.336		4.913	0.000	
Affective Commitment	0.667***	0.078	0.636	8.574	0.000	1.000
R	0.636					
R Square	0.405					
Adjusted R Square	0.400					
Durbin-Watson	1.359					
F Value	73.516***					

Source: Survey Data (2024)

Note: *Significant at 90% level, **Significant at 95% level, ***Significant at 99% level

According to result of Table (4.12), the coefficient value is 0.667 and standard error is 0.078 for the effect of affective commitment on knowledge sharing (effect of independent variable and mediating variable). After doing this analysis on effect of affective commitment (independent variable) on knowledge sharing (mediating variable), the third step of testing mediating effect is continued. In this step, the independent variable are affective commitment and knowledge sharing, and dependent variable is organizational creativity. The results are shown in Table (4.13).

Table (4.13) Effect of Affective Commitment and Knowledge Sharing on Organizational Creativity

Independent Variables	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	VIF
	B	Std. Error	Beta			
(Constant)	1.053	0.274		3.838	0.000	
Affective Commitment	0.282***	0.074	0.298	3.790	0.000	1.681
Knowledge Sharing	0.499***	0.071	0.553	7.028	0.000	1.681
R	0.778					
R Square	0.605					
Adjusted R Square	0.598					
Durbin-Watson	1.982					
F Value	82.061***					

Source: Survey Data (2024)

Note: *Significant at 90% level, **Significant at 95% level, ***Significant at 99% level

As shown in Table (4.13), the coefficient value of affective commitment on organizational creativity is 0.282 at 1% significant level. The coefficient value of knowledge sharing on organizational creativity is 0.499 at 1% significant level and standard error value 0.071. To test the mediating effect of knowledge sharing between affective commitment and organizational creativity, the Sobel test is conducted. The result is shown in Table (4.14).

Table (4.14) Sobel Test Result for Mediating Test for Knowledge Sharing Between Affective Commitment and Organizational Creativity

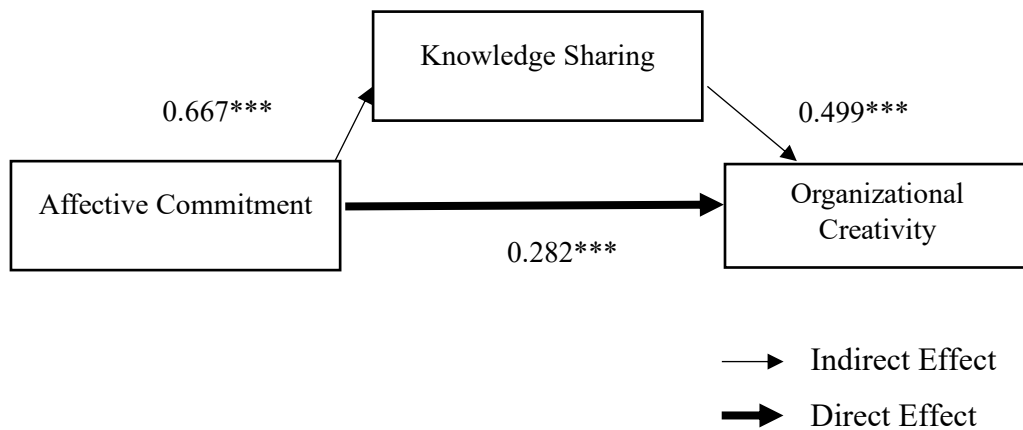
Input			Test Statistic:	Std. Error:	p-value:
a	0.667	Sobel Test:	5.42963544	0.06129933	0.00000006
b	0.499	Aroian Test:	5.40761193	0.06154898	0.00000006
S _a	0.078	Goodman Test:	5.45193024	0.06104865	0.00000005
S _b	0.071	Reset all	Calculate		

Source: Survey Data (2024)

According to result of Table (4.15), p value 0.00000006 is less than 0.01. Thus, there is mediating effect of knowledge sharing between affective commitment and organizational creativity at the 1% significant level. The total effect, direct effect and indirect effect are as follows.

Total Effect	= 0.614
Direct Effect	= 0.282
Indirect Effect	= 0.667 x 0.499 = 0.332
Direct Effect + Indirect Effect	= Total Effect
0.282 + 0.332	= 0.614

Figure (4.2) Mediating Effect of Knowledge Sharing Between Affective Commitment and Organizational Creativity



Notes: ***Significant at 1% level, **Significant at 5% level, *Significant at 10% level

Source: Survey Data (2024)

The result shows that there is a positive significant effect of affective commitment on organizational creativity, as shown in Figure (4.15). Regarding with the indirect effect, it is found that there is a positive significant effect of affective commitment on knowledge sharing and a positive significant effect of knowledge sharing on organizational creativity as well. Therefore, there is a mediation of knowledge sharing is found on the relationship between affective commitment and organizational creativity of Coca-Cola Pinya Beverages Myanmar Ltd. This suggests that the way employees share knowledge within the company plays a role in how affective commitment impacts organizational creativity.

Affective commitment positively influences knowledge sharing behaviors within organization. Employees who are emotionally invested in the company are more inclined

to collaborate, communicate openly, and share their expertise and insights with colleagues. By giving priority to transparency, trust, and a sense of community further fostering an environment where employees feel valued, respected, and encouraged, employees are willing to contribute their ideas and experiences.

Affective commitment and knowledge sharing are essential drivers of organizational creativity. When employees feel committed to the organization and are actively engaged in sharing knowledge, they are more likely to participate in brainstorming sessions, offer innovative solutions to problems, and explore new approaches to tasks. By promoting a culture of empowerment, risk-taking, and experimentation provide fertile ground for creativity to flourish, as they inspire employees to think outside the box and pursue unconventional ideas without fear of failure.

CHAPTER 5

CONCLUSION

In this chapter, the summary of findings and discussions from the previous chapters are presented. Based on these findings, suggestions and recommendations are provided, and needs for further studies are discussed.

5.1 Findings and Discussions

This study is based on the relationships between internal CSR, affective commitment, knowledge sharing, and organizational creativity. Data was collected through structured questionnaires from 110 current employees at Coca-Cola Pinya Beverages Myanmar Ltd. Regression analysis was applied to understand the effects of internal CSR, affective commitment, knowledge sharing and its effect on organizational creativity. According to the result, the overall mean value showed that the respondents strongly agreed on internal CSR, knowledge sharing, affective commitment, and organizational creativity at Coca-Cola Pinya Beverages Myanmar Ltd.

From analysis on the direct effect of internal CSR on knowledge sharing at Coca-Cola Pinya Beverages Myanmar Ltd., internal CSR practices within the organization have demonstrated a significant positive effect on knowledge sharing among employees. The implementation of initiatives which enhance employee well-being, such as health and wellness programs, have fostered a supportive work environment. Employees perceive these efforts positively, resulting in heightened morale and job satisfaction. As a consequence, individuals are more inclined to engage in knowledge-sharing activities, contributing to a culture of collaboration and innovation within the company.

Coca-Cola Pinya Beverages Myanmar Ltd. has prioritized creating an inclusive workplace environment where diversity is celebrated and valued. Through initiatives aimed at promoting diversity and inclusion, such as training programs and resource groups, the organization has fostered a sense of belonging among employees. This inclusive culture has facilitated open communication channels and knowledge exchange among individuals from diverse backgrounds and perspectives.

The organization's active involvement in community engagement activities such as providing access to water for irrigation, drinking and domestic usage in villages has not only strengthened its reputation but has also had a profound effect on internal dynamics. Employees feel a sense of pride and affiliation with the company, knowing that it is committed to making a positive difference in the communities it serves. This sense of purpose and alignment with corporate values has translated into increased willingness among employees to share knowledge and collaborate for collective growth and societal impact. The findings indicate that internal CSR practices, encompassing employee well-being, inclusivity, and community engagement, play a pivotal role in promoting knowledge sharing within Coca-Cola Pinya Beverages Myanmar Ltd.

From the analysis on the indirect effect of internal CSR on knowledge sharing through affective commitment as mediator in Coca-Cola Pinya Beverages Myanmar Ltd., it revealed a positive relationship between internal CSR practices and affective commitment among employees and affective commitment emerges as a critical factor influencing knowledge-sharing behaviors within the organization. Internal CSR initiatives, including those focused on employee well-being, inclusivity, and community engagement, contribute significantly to enhancing employees' emotional attachment and dedication to the organization. As a result, employees are more likely to exhibit behaviors indicative of affective commitment, such as expressing a desire to remain with the organization for the long term, advocating for the organization to others, and feeling a personal stake in the organization's success.

Employees who exhibit high levels of affective commitment demonstrated a greater propensity to engage in knowledge-sharing activities. This commitment was characterized by employees' willingness to invest their time and effort in sharing various types of information and insights crucial for organizational success. Affective commitment manifested in employees' actions such as sharing general overviews, specific requirements, analytical techniques, progress reports, and results related to their work responsibilities and projects. The findings underscored the importance of fostering a culture of internal CSR within Coca-Cola Pinya Beverages Myanmar Ltd., as it not only cultivated affective commitment among employees but also served as a catalyst for knowledge sharing within the organization.

From the analysis on the effect of affective commitment on organizational creativity at Coca-Cola Pinya Beverages Myanmar Ltd., it revealed a significant and positive

relationship between affective commitment and organizational creativity within the organization. Affective commitment, characterized by employees' emotional attachment to the organization, emerged as a key driver of creativity within the company. Employees who exhibited strong affective commitment were more inclined to actively contribute to the creative process, fostering an environment where innovative ideas flourish.

Organizational creativity within the company encompassed several dimensions, including employees' understanding of their roles and contributions to the company, their ability to express new ideas without fear of immediate criticism, and their empowerment to solve problems and take appropriate actions. Moreover, a dynamic and stimulating atmosphere prevailed, encouraging free discussion of diverse opinions, experiences, and knowledge. Creativity is positioned at the core of the organization's culture, with an emphasis on embracing new ideas enthusiastically and fostering a positive environment conducive to innovation. The findings underscored the importance of nurturing affective commitment among employees as a mean to enhance organizational creativity. By fostering strong emotional bonds with the organization, employees are more motivated to actively engage in creative endeavors, leading to a continuous flow of innovative ideas and solutions.

From the analysis on the effect of affective commitment on organizational creativity through knowledge sharing as mediator in Coca-Cola Pinya Beverages Myanmar Ltd., the finding indicated that employees who are emotionally invested in the company are more likely to engage in knowledge sharing activities. Affective commitment served as a catalyst for cultivating a culture of collaboration and mutual support, wherein employees feel motivated to contribute to the collective success of the company.

As employees actively were sharing information, ideas, and insights, they contributed to the generation of innovative solutions and approaches to challenges. Knowledge sharing facilitates a dynamic exchange of perspectives and expertise, fueling creativity and innovation across various facets of the organization. Employees felt empowered to explore new possibilities and experiment with novel ideas, leading to enhanced problem-solving capabilities and the emergence of innovative practices. Empowering employees to collaborate, exchange ideas, and explore new avenues of innovation not only enhances organizational performance but also positions the company for sustained growth and competitiveness in the dynamic beverage industry landscape.

5.2 Suggestions and Recommendations

Based on the findings, the following suggestions and recommendations are proposed to further enhance Coca-Cola Pinya Beverages Myanmar Ltd.'s success and sustainability. To further enhance Coca-Cola Pinya Beverages Myanmar Ltd.'s success and sustainability, it should enhance internal Corporate Social Responsibility (CSR) practices within the organization. Firstly, it should prioritize health and safety measures within the workplace. This involves investing in comprehensive health and safety programs, conducting regular risk assessments, and providing adequate training to employees to ensure a safe working environment.

Additionally, the organization should strengthen business ethics initiatives which is crucial for fostering trust and integrity within the organization. This includes establishing clear ethical guidelines, conducting ethical training sessions, and promoting a culture of transparency and ethical decision-making at all levels of the organization will help reinforce a culture of integrity and accountability. Furthermore, upholding human rights standards should be a central focus, encompassing fair labor practices, diversity, and inclusivity. This entails implementing policies and practices that promote equal opportunities, respect diversity, and ensure the well-being of all employees.

And the organization should foster a culture of recognition and appreciation for employees' contributions since these can boost morale and reinforce their sense of belonging. Implementing employee recognition programs, acknowledging achievements both big and small, and celebrating milestones can go a long way in building affective commitment. Furthermore, the organization should offer opportunities for career development and advancement demonstrates the company's investment in its employees' growth and fosters a sense of loyalty and commitment. And the organization should provide training and mentoring programs, facilitating skill-building workshops, and offer clear pathways for career progression can empower employees and enhance their commitment to the organization.

To strengthen knowledge sharing across departments, the Coca-Cola Pinya Beverages Myanmar Ltd. the organization should strengthen communication channels throughout the organization such as online forums, internal social networks, or knowledge-sharing sessions, ensuring that employees feel informed and engaged with the company's vision, goals, and values. Providing regular updates through these channels on company

performance, strategic initiatives, and future plans can help employees feel connected and invested in the organization's success. These platforms can also facilitate the sharing of best practices, lessons learned, and innovative ideas across departments and teams, fostering a culture of collaboration and continuous learning.

To further enhance Coca-Cola Pinya Beverages Myanmar Ltd.'s innovation capabilities, the organization should create a supportive and inclusive work environment where employees feel empowered to express their ideas and opinions freely. It should also encourage open dialogue and brainstorming sessions, where employees can share their thoughts and suggestions without fear of criticism, can stimulate creativity and generate innovative solutions to challenges.

Additionally, the organization should provide employees with opportunities for cross-functional collaboration and interdisciplinary projects. It can help break down silos and foster a culture of collaboration and knowledge sharing, leading to the cross-pollination of ideas and perspectives. Furthermore, it should establish a structured innovation program or process, such as idea incubators or innovation challenges, to provide a framework for nurturing and implementing innovative ideas generated by employees. And investing in training and development programs focused on creativity, problem-solving, and design thinking can also help cultivate a culture of innovation and equip employees with the skills and mindset needed to drive organizational creativity.

Coca-Cola Pinya Beverages Myanmar Ltd. can further cultivate organizational creativity by maintaining an environment that values and encourages new ideas, promotes open communication, and supports employees in realizing their creative potential. In doing so, the company can strengthen its competitive edge and drive sustained growth and success in the dynamic beverage industry landscape.

5.3 Needs for Further Research

This study focused solely on employees Coca-Cola Pinya Beverages Myanmar Ltd., located in Hlaing Thar Yar Township, Yangon. The data collected is specific to this organization and cannot be generalized to represent other not-for-profit organizations or companies regarding internal CSR, affective commitment, knowledge sharing, and organizational creativity. It is important to acknowledge that affective commitment and knowledge sharing are likely influenced by a broader range of factors beyond internal CSR. Future research should investigate these additional influences to gain a more comprehensive understanding. The same applies to organizational creativity, which is likely influenced by various factors beyond the scope of this study. Further research is needed to explore other additional influences.

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APPENDIX A

Survey Questionnaire for the Employees of Coca-Cola Pinya Beverages Myanmar Ltd.

Dear Respondent,

I am a student in the MBA programme at Yangon University of Economics conducting a thesis on "The Effect of Internal Corporate Social Responsibility, Affective Commitment and Knowledge Sharing on Organizational Creativity at Coca-Cola Pinya Beverages Myanmar Ltd.". I would like to kindly request your assistance in completing this questionnaire.

Your participation is entirely voluntary, and all information provided will be kept strictly confidential and used solely for the completion of my MBA thesis paper. Thank you very much for your time and consideration.

Please tick (✓) your response for each question.

1. Gender

Male Female

2. Age

21 – 30 years 31 – 40 years
 41 years and above

3. Education

Graduate Post Graduate (Master, Ph.D.)

4. Function

Commercial & Sales Supply Chain
 Finance People IT

5. Position

Supervisor Executive Manager

6. How long have you worked for the current organization?

Within 1 year 1 – 3 years
 3 – 5 years 5 years and above

Part A: Internal CSR

Please rate your agreement level upon these following statements in term of

1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree

No.	Internal CSR	1	2	3	4	5
1	Our company provides equal opportunities to all employees about pays, bonus, and growth opportunities.					
2	Our company conducts equal recruitment no matter which sex, religion or ethnic.					
3	Our company offers training programs to help employees to develop their leadership skills.					
4	Employees are allowed to give his/her opinion to contribute to the development of our company.					
5	Our company trains employees on skills that prepare them for future jobs and career development.					
6	Our company provides consulting and supportive activities for employees on their future development.					
7	Our company allows employees to have time to learn new skills.					
8	Our company is receptive to employees' request to lateral transfers (transfer to another department).					
9	Our company provides employees with information on the					

	availability of job openings inside the company.					
10	Our company supports employees when they decide to obtain ongoing training.					

Part B: Affective Commitment

Please rate your agreement level upon these following statements in term of

1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree

No.	Affective Commitment	1	2	3	4	5
1	I am very happy to spend the rest of their career with our company.					
2	I enjoy talking about our company with people outside it.					
3	I really feel as if this company's problems are my own.					
4	This company has a great deal of personal meaning for me.					
5	I do not feel like "part of the family" at our company. ®					
6	I do not feel "emotionally attached" to this company. ®					
7	I do not feel a strong sense of belonging to our company. ®					

Part C: Knowledge Sharing

Please rate your agreement level upon these following statements in term of

1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree

No.	Knowledge Sharing	1	2	3	4	5
1	We share general overviews in our company. (e.g., department goals, milestone estimates, or member responsibilities)					
2	We share specific requirements in our company. (e.g., forecasts, order requests or characteristics of products/services/customers)					
3	We share analytical techniques in our company. (e.g., statistical tools, detailed methods, testing procedures or specific indicators of measurement)					
4	We share progress reports in our company. (e.g., status updates, resource problems, or personnel evaluations)					
5	We share results in our company. (e.g., market shares, NSR, sales growth, etc.)					

Part D: Organizational Creativity

Please rate your agreement level upon these following statements in term of

1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree

No.	Affective Commitment	1	2	3	4	5
1	Each person understands his/her role in, and his/her contribution to the company.					
2	People in the company can bring up new ideas and opinions without quickly being criticized.					

3	The company allows employees to solve problems and take actions that employee think are most suitable in a given situation.					
4	The company has a dynamic atmosphere.					
5	There is a free atmosphere in the organization, where we can share unusual ideas and humor.					
6	Different opinions, ideas, experience, and knowledge can be discussed freely in the company.					
7	It is obvious that creativity is at the heart of this company.					
8	The company has a stimulating atmosphere.					
9	The company enthusiastically welcome new ideas.					
10	The environment in the company is basically positive and encourages new ideas.					
11	There is an easy, natural flow of ideas within the company.					

Thank you for your kind participation.

APPENDIX B

Regression Analysis Results for Effect of Internal CSR on Knowledge Sharing

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.636 ^a	.405	.399	.49679	1.667

a. Predictors: (Constant), Internal CSR

b. Dependent Variable: Knowledge Sharing

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	18.117	1	18.117	73.407	.000 ^b
	Residual	26.654	108	.247		
	Total	44.771	109			

a. Dependent Variable: Knowledge Sharing

b. Predictors: (Constant), Internal CSR

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	1.179	.392		3.012	.003		
	Internal CSR	.758	.088	.636	8.568	.000	1.000	1.000

a. Dependent Variable: Knowledge Sharing

Regression Analysis Results for Effect of Internal CSR on Affective Commitment

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.574 ^a	.329	.323	.50343	1.853

a. Predictors: (Constant), Internal CSR

b. Dependent Variable: Affective Commitment

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	13.419	1	13.419	52.948	.000 ^b
	Residual	27.371	108	.253		
	Total	40.791	109			

a. Dependent Variable: Affective Commitment

b. Predictors: (Constant), Internal CSR

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	1.418	.397		3.574	.001		
	Internal CSR	.652	.090	.574	7.277	.000	1.000	1.000

a. Dependent Variable: Affective Commitment

**Regression Analysis Results for Mediating Effect of Affective Commitment between
Internal CSR and Knowledge Sharing**

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.717 ^a	.515	.505	.45069	1.563

a. Predictors: (Constant), Internal CSR, Affective Commitment

b. Dependent Variable: Knowledge Sharing

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	23.037	2	11.518	56.705	.000 ^b
	Residual	21.734	107	.203		
	Total	44.771	109			

a. Dependent Variable: Knowledge Sharing

b. Predictors: (Constant), Internal CSR, Affective Commitment

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	.578	.376		1.539	.127		
	Internal CSR	.481	.098	.404	4.913	.000	.671	1.490
	Affective Commitment	.424	.086	.405	4.921	.000	.671	1.490

a. Dependent Variable: Knowledge Sharing

Sobel Test

Input:			Test Statistic:	Std. Error:	p-value:
a	0.652	Sobel Test:	4.07589051	0.06782518	0.00004584
b	0.424	Aroian Test:	4.04960746	0.06826538	0.0000513
s _a	0.090	Goodman Test:	4.10269206	0.0673821	0.00004084
s _b	0.086	Reset all	Calculate		

Regression Analysis Results for Effect of Affective Commitment on Organizational Creativity

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.651 ^a	.423	.418	.44074	1.706

a. Predictors: (Constant), Affective Commitment

b. Dependent Variable: Organizational Creativity

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	15.391	1	15.391	79.233	.000 ^b
	Residual	20.980	108	.194		
	Total	36.371	109			

a. Dependent Variable: Organizational Creativity

b. Predictors: (Constant), Affective Commitment

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	1.878	.299		6.289	.000		
	Affective Commitment	.614	.069	.651	8.901	.000	1.000	1.000

a. Dependent Variable: Organizational Creativity

Regression Analysis Results for Effect of Affective Commitment on Knowledge Sharing

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.636 ^a	.405	.400	.49664	1.359

a. Predictors: (Constant), Affective Commitment

b. Dependent Variable: Knowledge Sharing

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	18.133	1	18.133	73.516	.000 ^b
	Residual	26.638	108	.247		
	Total	44.771	109			

a. Dependent Variable: Knowledge Sharing

b. Predictors: (Constant), Affective Commitment

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	1.653	.336		4.913	.000		
	Affective Commitment	.667	.078	.636	8.574	.000	1.000	1.000

a. Dependent Variable: Knowledge Sharing

Regression Analysis Results for Mediating Effect of Knowledge Sharing between Affective Commitment and Organizational Creativity

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.778 ^a	.605	.598	.36626	1.982

a. Predictors: (Constant), Affective Commitment, Knowledge Sharing

b. Dependent Variable: Organizational Creativity

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	22.017	2	11.008	82.061	.000 ^b
	Residual	14.354	107	.1134		
	Total	36.371	109			

a. Dependent Variable: Organizational Creativity

b. Predictors: (Constant), Affective Commitment, Knowledge Sharing

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	1.053	.274		3.838	.000		
	Affective Commitment	.282	.074	.298	3.790	.000	.595	1.681
	Knowledge Sharing	.499	.071	.553	7.028	.000	.595	1.681

a. Dependent Variable: Organizational Creativity

Sobel Test

Input:			Test Statistic:	Std. Error:	p-value:
a	0.667	Sobel Test:	5.42963544	0.06129933	0.00000006
b	0.499	Aroian Test:	5.40761193	0.06154898	0.00000006
s _a	0.078	Goodman Test:	5.45193024	0.06104865	0.00000005
s _b	0.071	Reset all	Calculate		