

**THE ROLES OF CORPORATE SOCIAL RESPONSIBILITY
PERCEPTION ON ORGANIZATIONAL IDENTIFICATION,
EMPLOYEE COMMITMENT AND JOB SATISFACTION:
A COMPARATIVE ANALYSIS BETWEEN THAI AND
NEPALESE BANK EMPLOYEES**

Manuja Koirala

**A Dissertation Submitted in Partial
Fulfillment of the Requirements for the Degree of
Doctor of Philosophy (Management)
International College,
National Institute of Development Administration (NIDA)
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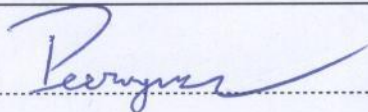
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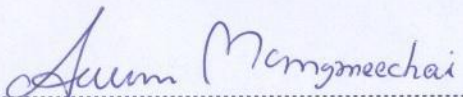


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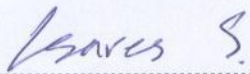
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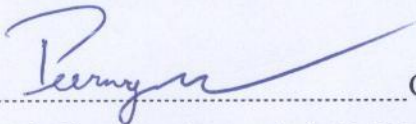
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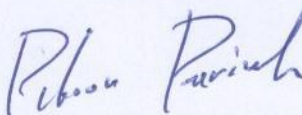
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ABSTRACT

Title of Dissertation	The Roles of Corporate Social Responsibility Perception on Organizational Identification, Employee Commitment and Job Satisfaction: A Comparative Analysis between Thai and Nepalese Bank Employees
Author	Miss Manuja Koirala
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Corporate social responsibility (CSR) is one of the major topics of interest gaining attention of many researchers because an organization has to be responsible towards its act for the society and to fulfill its social obligations. Previous studies have mainly analyzed the impact of CSR from the perspective of external stakeholder, and lack studies conducted with the focus on employees, more specifically with regards to their perception towards CSR. The objectives of this research were to investigate the relationships between employee CSR perception with organizational identification, employee commitment and job satisfaction in the banking industry; and to explore whether there is a difference between Nepal and Thailand in terms of the relationships between employee CSR perception and these three job outcomes between two Asian countries, Nepal and Thailand. The data was collected via questionnaires survey from the employees' of leading commercial banks in Nepal (n=423) and in Thailand (n=389). The results from partial least squares regression showed that employees who perceived their organization actively engaged in CSR activities tended to demonstrate a higher level of organizational identification, employee commitment and job satisfaction in both Nepalese and Thai samples. The findings from the analysis regarding the mediating effect of organizational identification on employee commitment and job satisfaction also showed that organizational identification mediates the positive link between employees'

perception of economic aspect of CSR on employee commitment for Nepalese sample but not for Thai sample. The positive association between employees' perception of economic aspect of CSR on job satisfaction is not mediated by organizational identification for both the Nepalese and Thai samples. Similarly, the positive association between employees' perception of legal aspect of CSR on employee commitment and job satisfaction is not mediated by organizational identification for both Nepalese and Thai samples. Further, the result shows that, the positive association between employees' perception of ethical aspect of CSR on employee commitment is mediated by organizational identification for both Nepalese and Thai samples. However, the positive association between employees' perception of ethical aspect of CSR on job satisfaction is mediated by organizational identification for Nepalese sample but not for Thai sample. The result also shows that the positive association between employee's perception of discretionary aspect of CSR on employee commitment as well as job satisfaction is mediated by organizational identification for both Nepalese and Thai samples.

The comparative analysis between Nepal and Thailand samples revealed that although the positive relationship between CSR perception and these three job outcomes were supported in both samples, this positive relationship tended to be weaker for Nepalese employees than for Thai employees for most CSR aspects. In particular, the difference in this finding can be explained by the level of income that was found to be significantly lower in Nepalese sample than in the Thai sample. For practical implication, the bank managers need to understand that CSR creates an enduring bond between the employees and their organization and hence, should focus on CSR activities if they want to have committed and satisfied employees in their banks.

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TABLE OF CONTENTS

	Page
ABSTRACT	iii
ACKNOWLEDGEMENTS	v
TABLE OF CONTENTS	vi
LIST OF TABLES	viii
LIST OF FIGURES	x
ABBREVIATIONS AND SYMBOLS	xi
CHAPTER 1 INTRODUCTION	1
1.1 Background of the Study	1
1.2 Statement of the Problem	2
1.3 Objectives of the Study	4
1.4 Contributions of the Study	5
1.5 Definition of Key Terms	6
1.6 Organization of the Dissertation	6
CHAPTER 2 LITERATURE REVIEW	8
2.1 Corporate Social Responsibility	8
2.2 The Importance of Corporate Social Responsibility	11
2.3 Related Theories of the Study	12
2.4 Work Related Outcomes Associated with Employee CSR Perception	15
2.5 Hypotheses Development	18
2.6 The Mediating Role of Organizational Identification	21
2.7 Comparison between Nepal and Thailand	24
2.8 Development of Conceptual Framework of the Study	31

CHAPTER 3 RESEARCH METHODOLOGY	33
3.1 Research Context	33
3.2 Research Approach and Design	34
3.3 Sampling Procedure, Population, and Units of Analysis	35
3.4 Data Collection Method	37
3.5 Variables Used	38
3.6 Mechanism for Data Processing and Analysis	44
3.7 Socio-Ethical Compliances	45
CHAPTER 4 RESULTS	46
4.1 Data	46
4.2 Model Assessment	51
4.3 Test of Hypothesis	61
4.4 Alternative Model	78
CHAPTER 5 DISCUSSION	84
5.1 Overview of Findings	84
CHAPTER 6 CONCLUSION	89
6.1 Summary	89
6.2 Research Limitations	90
6.3 Theoretical Implications	90
6.4 Managerial Implications	91
6.5 Recommendations for Future Research	92
BIBLIOGRAPHY	94
APPENDICES	111
Appendix A Data Collection Letter	112
Appendix B Cover Letter	113
Appendix C Questionnaire Survey (English)	114
Appendix D Questionnaire Survey (Thai)	121
BIOGRAPHY	129

LIST OF TABLES

Tables	Page
2.1 Summary of Research Hypotheses	28
3.1 Measurement Scale and Scale Items	40
4.1 Descriptive Statistics of Respondents	48
4.2 Age and Work Experience of Respondents	49
4.3 Income Range of Respondents	50
4.4 Banks of Respondents	51
4.5 Normality Test	52
4.6 Convergent Validity (Combined Factor Loadings and Cross-Loadings) (NEPAL)	53
4.7 Convergent Validity (Combined Factor Loadings and Cross-Loadings) (THAILAND)	55
4.8 Discriminant Validity (Variable Correlations and AVE) (NEPAL)	57
4.9 Discriminant Validity (Variable correlations and AVE) (THAILAND)	58
4.10 Cronbach's Alpha and Composite Reliability of Latent Variables	59
4.11 Multicollinearity of Latent Variables	60
4.12 PLS Regression Results (Economic Aspect)	62
4.13 PLS Regression Results (Legal Aspect)	64
4.14 PLS Regression Results (Ethical Aspect)	66
4.15 PLS Regression Results (Discretionary Aspect)	68
4.16 PLS Regression Results (Organizational Identification)	70
4.17 PLS Regression Results (Job Satisfaction)	71
4.18 Mediating Effects	72
4.19 Summary of Research Hypotheses	74
4.20 Convergent Validity, Reliability and Multicollinearity	79
4.21 Discriminant Validity (Variable Correlations and AVE) (NEPAL)	80

4.22 Discriminant Validity (Variable Correlations and AVE) (THAILAND)	81
4.23 PLS Regression Results (CSR as Second-Order Latent Variable)	82

LIST OF FIGURES

Figures	Page
2.1 Conceptual Framework of the Study	32
3.1 Sampling Procedure	36

ABBREVIATIONS AND SYMBOLS

Abbreviations and Symbols	Equivalence
%	Percentage
\$	US Dollar
BBL	Bangkok Bank Public Company Limited
CBIL	Citizens Bank International Limited
CCBL	Century Commercial Bank Limited
CIMB	CIMB Thai Bank
CSD	Customer Service Department
CSR	Corporate Social Responsibility
EBL	Everest Bank Limited
et. al	and others
FINAN	Finance
GDP	Gross Domestic Product
GLOBAL	GLOBAL IME Bank Limited
HRD	Human Resource Department
ISO	International Organization for Standardization
IT	Information Technology
JBNL	Janata Bank Nepal Limited
KASI	Kasikorn Bank
KIAT	Kiatnakin Bank
KTB	Krungthai Bank
NABIL	Nabil Bank Limited
NBBL	Nepal Bangladesh Bank Limited
NIC	NIC Asia Bank Limited
NMB	NMB Bank Limited
OI	Organizational Identification
PBL	Prabhu Bank Limited

REMIT	Remittance
SBI	Nepal SBI Bank Limited
SCB	Siam Commercial Bank Limited
SCBN	Standard Chartered Bank Nepal Limited
SIDD	Siddhartha Bank Limited
SUN	Sunrise Bank Limited
TMB	TMB Bank Public Company Limited
VIF	Variance Inflation Factor

CHAPTER 1

INTRODUCTION

The first chapter gives an overview of the study and the background of the subject matter. It then provides definitions of the problems and a listing of the objectives of the study. The chapter concludes with a discussion of how the study will help to expand knowledge of corporate social responsibility.

1.1 Background of the Study

The modern business era is very competitive and stressful. The banking industry, regarded as the backbone of the economy, stands as one of the stressed out divisions across the world (Abdullah & Ramay, 2012). Banks play a crucial role in the development of the economy by helping to channel scarce assets to deficit units from surplus units (Ebiringa, 2011). The banking industry has gone through many changes, including changes driven by technology, changes in the regulatory environment, and changes in management systems. These alterations are more noticeable in the case of the banking sector compared to other sectors (Vivek & Janakiraman, 2013). The performance of banks attracts attention from various stakeholders, such as customers, regulators, and employees, and banks' performances are under intense inspection (Nguyen, Roca, & Sharma, 2014). The banking industry should thus be socially responsible so as to build its reputation and attract and retain excellent employees (Al-bdour, Nasruddin, & Lin, 2010).

Corporate social responsibility (CSR) is gaining the attention of many researchers because an organization is responsible for its actions in society and must fulfill its social obligations. It is a crucial commitment and strategy undertaken by organizations to carry forward better activities for the harmonious development of the stakeholders and the society. In modern business discourse, CSR is considered a requisite and an area of study with substantial implications for industry, academia,

and society in general (Okoye, 2009). CSR inspires a positive impact through its activities towards the consumers, employees, communities, and other stakeholders. Firms are under pressure from different groups of stakeholders to engage in social responsibility (Kapstein, 2001). There has thus been an increasing trend of organizations doing more to include CSR as an integral part of their business activities.

1.2 Statement of the Problem

While studies by various scholars have analyzed the impact of CSR on external stakeholders (Becker-Olsen, Cudmore, & Hill, 2006; Dutta & Singh, 2013; Fatma & Rahman, 2016), studies conducted with a focus on employees, specifically in regard to their perceptions of CSR, are relatively rare. Various scholars have mentioned that CSR from employees' perspectives has been given less attention and is understudied (Aguilera, Rupp, Williams, & Ganapathi, 2007; Turker, 2009; Glavas & Godwin, 2013; Vlachos, Panagopoulos, & Rapp, 2013). The growth and development of any organization depends on the human assets working in that organization. Greenwood (2007) stated that employees are one of the major stakeholder groups and firms owe employees a perfect duty. Employees are regarded as having the power and the right to influence their employers. Therefore, it is vital to examine the impact of CSR as it relates to employees.

This study focuses on how employees perceive CSR because employees are the main assets for the sustainability and growth of any organization. CSR studies related to employees are essential because human resources are the most valuable, non-imitable, and non-substitutable assets for outperforming competitors (Barney, 2001; Wong & Gao, 2014). This study does an in-depth exploration of employees' perceptions of their companies' CSR practices. The CSR dimensions—economic, ethical, legal and discretionary—developed by Carroll (1979) form the conceptual basis for CSR used here. Studies of each aspect of the CSR dimensions help to provide a better understanding of CSR. Each aspect, responsibility, or face tells an essential aspect that helps to contribute to CSR as a whole (Carroll, 1998). This study tries to understand CSR perception of employees in relation to their organizational

identification, employee commitment, and job satisfaction. It is important to understand how well employees identify themselves with the organization, their level of commitment and job satisfaction within an organization because these factors influence outcomes, including employee performance and productivity that directly influences the sustainability and growth of an organization. The commitment of employees and their job satisfaction are directly related to the competitive position of the organization and its profitability (Abdullah & Ramay, 2012). Similarly, organizational identification has a positive influence on employee work effort, general behavior, and overall cooperation, all of which help an organization achieve its goals (Besharov, 2014).

Stakeholder theory and social identity theory are the foundations for the hypotheses development of this study. Stakeholder theory and social identity theory are focused on the internal stakeholders and are used to explain the associations between employee CSR perception and organizational identification, employee commitment, and job satisfaction. CSR has its basis in stakeholder theory, (Carroll, 1991; Lee, Park, & Lee, 2013) and stakeholder theory is primarily based on studies of those who are affected by or can affect the accomplishments of an organization (Freeman, 1984; Russo & Perrini, 2010). Stakeholder theory looks at the prospective groups in a society, examines the associations between an organization and these groups, and discusses the concrete groups to which an organization has obligations (Matten, Crane, & Chapple, 2003). As per the theory, organizations must respond to employee expectations for job satisfaction if they desire commitment from their employees. The second theory, social identification theory, helps to better understand the perceptions of individuals with respect to their associations with a group (Ashforth & Mael, 1989). This theory discusses about the preference of a person to identify himself/herself as a representative of a group. Group identification leads a person to perceive the group characteristics as self-descriptive and to embrace the group norms as his/her own behavioral guidelines (Ellemers, Gilder, & Haslam, 2004).

Unlike in Western nations, there are few studies comparing perceptions of CSR among different Asian countries. (Chapple & Moon, 2005; Kim & Moon, 2015). This study is conducted in two Asian countries: Nepal, a South Asian country, and Thailand, a Southeast Asian country. Although the concept of CSR is well established

in Western countries, where discussion of CSR is common, CSR does not have a long history in Asia. However, the practice of carrying out social welfare activities is increasing day-by-day in the Asian context (Kim & Moon, 2015). Discussion of CSR in the western economies is wide, there is a distinctive gap the emerging and developing nations for CSR research (Hill, 2014). CSR is a relatively new concept in Nepal, where there is a lack of studies related to CSR, especially studies related to employee CSR perception. Katuwal (2010) has stated that CSR in low economy countries like Nepal, where it is a relatively new concept, has yet to be explored. Similarly, in the case of Thailand, there have been few studies focused on employee CSR perception. The majority of the studies in Thailand have focused on external issues such as child labor, marketing activities, and community engagement (Virakul, Koonmee, & McLean, 2009; Senasu & Virakul, 2015).

It is essential to examine Asian employee CSR perceptions because these perceptions may vary from the CSR perceptions of Western employees due to differences in culture, religion, and socioeconomic factors. There exists a difference in beliefs and cultural values between the two regions and cultural values have an impact on work-related behaviors (Testa, Mueller, & Thomas, 2003).

1.3 Objectives of the Study

Given that there are few Asia-focused research studies conducted in the area of CSR, especially with respect to employees, the following are the objectives of the study:

- 1) To investigate the relationships between employee CSR perception and organizational identification, employee commitment, and job satisfaction.
- 2) To explore whether there is a difference between Nepal and Thailand in terms of the relationships between employee CSR perception and organizational identification, employee commitment, and job satisfaction.

1.4 Contributions of the Study

By focusing on job related outcomes associated with CSR perception, the aim of this study is to address the gaps mentioned previously, to better understand employee perceptions of CSR, and to provide some academic and practical contributions, as mentioned below:

1.4.1 Academic Contribution

This study will help to extend the knowledge of employee CSR perception, especially in the context of Asian countries, as there have been extremely few studies related to this area in the context of Asian countries. It will help to expand the knowledge of employees' CSR perception and how this perception relates with relation to employee organizational identification, employee commitment, and job satisfaction which can be different than the outcomes of Western employees. Furthermore, this study will help to expand the knowledge of how CSR is perceived in the knowledge in the area of a low economy country like Nepal, where CSR is a relatively new concept. It will help to provide better understanding of employee CSR perception by doing a comparative study between two countries, Nepal and Thailand, because comparative studies give broader pictures of the relevant subject matter and also help to determine whether employees from different cultures perceive CSR in the same way or in different ways.

1.4.2 Practical Contribution

This study aims to have implications for top management and decision makers in the banking industry, as this sector is regarded as the backbone of any economy. It may help organizations to understand the influence CSR has on organizational identification, employee commitment, and job satisfaction. This might be helpful for organizations striving for success by emphasizing respect for social expectations and by functionally acting in line with social needs. This study may also provide implications for the government and policy makers considering CSR inclusion as part of an organization' activities, with the goal of enhancing organizational strength. Lastly, the study may also be helpful for researchers in the field of CSR and in the banking industry who are designing their upcoming research.

1.5 Definition of Key Terms

To facilitate a better understanding of the study, a number of key terms are defined below:

- 1) Corporate Social Responsibility (CSR): The actions that a company takes towards the environment, consumers, employees, communities, and other stakeholders for the purpose of having a positive impact.
- 2) Organizational Identification: It is defined as the degree to which a person describes himself/herself in relation to the organization.
- 3) Employee Commitment: Employee commitment can be defined as employees' attachment to their organization.
- 4) Job Satisfaction: The level or extent of an employee's affinity for their work and the relevant positive state of their emotions.

1.6 Organization of the Dissertation

The study has been developed in six sequential chapters as follows:

Chapter 1: The first chapter is the introductory chapter. It gives a brief introduction to the subject matter and what is going to be studied, why the study is important, and what the limitations of the study are.

Chapter 2: The literature review chapter discusses the vital ideas and concepts of this study. It helps to provide a thorough understanding of the definitions, theories, principles, and approaches. It also covers the thoughts and related research used to develop the conceptual framework of the study. The main concepts of this study include CSR, dimensions of CSR, organizational identification, employee commitment, and job satisfaction. The conceptual framework of the study is proposed together with the derived hypotheses.

Chapter 3: The third chapter presents the research methodology. It covers the data being collected and the types of sources being used for the data collection. The sampling techniques, target populations, data collection methods, and measurement and data analysis procedures are described in this chapter.

Chapter 4: In the fourth chapter, the study's results are analyzed and interpreted with the help of financial and statistical tools.

Chapter 5: In the fifth chapter, a discussion in accordance with the reasons that support the findings is presented.

Chapter 6: The last chapter is used to summarize the implications and the limitations of the study. It also provides recommendations and suggestions for future studies, as well as an overall conclusion.

CHAPTER 2

LITERATURE REVIEW

Research and studies of various scholars are reviewed in this section to facilitate better understanding of this area of study. By integrating the conceptual knowledge of elements related to the present study, a theoretical framework is developed and presented in this chapter.

2.1 Corporate Social Responsibility

Corporate social responsibility (CSR) is a topic of interest in the fields of business, academia, politics, and law, as well as for the general public (Hemingway, 2013). Corporations should consider CSR as seriously as they do their economic objectives (Carroll, 1979; Hemingway, 2013). CSR can be defined as a voluntary act that an organization implements when it pursues its assignments and accomplishes its obligations towards stakeholders, including employees, the environment, communities, and society in general (Coombs & Holladay, 2012). CSR related actions include donations to charity, efforts towards improving employees quality of life, actions to minimize environmental impacts, and so on (Hansen, Dunford, Boss, Boss, & Angermeier, 2011). CSR can be referred to as a commitment in order to develop the well-being of communities through discretionary business activities and the assistance of corporate resources (Kotler & Lee, 2005). Glavas and Kelley (2014) stated that CSR is caring for others' well-being while generating value for business. It is an integral element in terms of both a firm's strategies and a firm's ends; it is a process as well as an outcome (Coombs & Holladay, 2012). It includes the activities of a company in accordance with perceived stakeholder or societal obligations (Brown & Dacin, 1997; Crane, Matten, & Spence, 2014).

Nonetheless, Jamali (2008) has stated that the topic of the social responsibilities of businesses has been a subject of intense controversy and interest

over the past three decades. Although CSR is a commonly accepted concept, there is an absence of approved CSR practices due to the lack of a universally agreed upon CSR definition (Palazzo & Scherer, 2007; Okoye, 2009). CSR has been defined in various ways from the narrow economic perspective of increasing shareholder wealth to perspectives encompassing economic, legal, ethical and discretionary strands of responsibility (Carroll, 1979). This study of employee CSR perception and the relevant impacts on organizational identification, employee commitment, and job satisfaction focuses on the conceptualization advanced by Carroll (1979), which comprises four dimensions, namely, the economic, ethical, legal and discretionary dimensions. This conceptualization of CSR is used for this study because, as stated by Özdemir and Dincer (2013), each aspect of CSR reveals facets that contribute to the concept of CSR as a whole. The economic aspect is what the organization does for itself, while the later three dimensions refer to what the organization does for others (Carroll, 1991; Turker, 2009). It means the corporate actions conducted that wishes in order to have a positive effect (beyond monetary concerns) on stakeholders beyond the monetary concerns (Turker, 2009). Each aspect of CSR will be discussed in more detail below.

2.1.1 Economic Aspect: The economic aspect of CSR is concerned with making profit (Carroll, 1979). It embraces the responsibility to fulfill consumption needs, to be productive, and to conserve the economic wealth of an organization (Maignan, Ferrell, & Hult, 1999; Rego, Leal, Cunha, Faria, & Pinho, 2010). Some examples of economic aspects include rewarding investors with good returns on their investments, providing sufficient income and other benefits to employees, earning sufficient profit for the organization to continue operating, and so on. In addition, organizations exhibiting economic CSR seem to implement policies focused on long-term economic returns (Evans, Goodman, & Davis, 2011). They also provide training and job opportunities to employees while producing and selling goods and services for profit (Lin, Lyau, Tsai, Chen, & Chiu, 2010; Wang, Tsai, & Lin, 2013).

2.1.2 Legal Aspect: The legal aspect of CSR is concerned with a society's laws and regulations that businesses must follow (Carroll, 1979). It is essential for the

companies to fulfill their economic objectives within the boundaries of the law (Maignan et al., 1999; Rego et al., 2010). Some examples of the legal aspects of CSR include business operation within a code of conduct and the setting of rules by an organization to govern its relationship with stakeholders. The firms focusing on the legal aspect of CSR tend to abide by laws governing treatment of employees (Evans et al., 2011) and act within the allied legal frameworks. The legal responsibility of a firm can include following safety rules, labor laws, and environmental laws, and can also include producing goods and services that meet the standards of safety at workplace. It also includes producing goods or services that are within the safety standards of workplaces and are also safe. Legal aspects also include having workplaces that are free from discrimination based on race, religion, or gender (Rowe, 2015).

2.1.3 Ethical Aspect: Ethical responsibilities require companies to comply with the norms of the societies in which they operate (Rego et al., 2010). The ethical aspect is concerned with society's ethical norms that the businesses are required to follow (Maignan et al., 1999). These ethical norms are distinct from legal or regulatory requirements although they are not laws or regulations (Carroll, 1979). The ethical aspect focuses on doing what is correct and not harming others (Carroll, 1991). Protecting the rights of the shareholders, respecting people, differentiating between fair and unfair practices, and avoiding social harm are some of the examples included in the ethical aspect of CSR. Organizations exhibiting ethical CSR tend to be honest, fair, and transparent in all their business transactions (Evans et al., 2011). It means the firms need to be honest their bonds with their employees (Wang et al., 2013). They also obey moral rules and demonstrate proper behavior. One example of this idea is when a bank may legally foreclose on a firm, but may decide instead to allow the firm to negotiate a new payment plan (Rowe, 2015).

2.1.4 Discretionary Aspect: Discretionary activities refer to firms giving something back to society (Rego et al., 2010). The discretionary aspect of CSR is concerned with the societal expectations that are voluntary, like philanthropy, and not well defined as legal aspects or as ethical concerns (Carroll, 1979). Support for the health and education of a community or for environmental protection are some of the

examples included in the discretionary aspect. This aspect also includes activities that support the quality of working life and the interests of a community (Evans et al., 2011). A firm's activities that help to build a pleasant work environment, such as establishing a daycare center for working mothers, are also some of the examples of discretionary activities (Maignan & Ferrell, 2001). Other discretionary activities include making philanthropic donations, conserving environmental resources, considering social well-being, and founding partnerships with non-profit organizations (Wang et al., 2013).

2.2 The Importance of Corporate Social Responsibility

Okoye (2009) stated that CSR has become a vital topic in modern business discourse and can be considered an area of study with substantial implications for industry, academia, and society in general. CSR helps with the creation of long-term competitive advantage not just for the individual company but also for the entire cluster in which the company operates. CSR also helps provide companies with solutions when they have to address different interests and work towards solutions that need to be accepted by different parties involved (Hennigfeld, Pohl, & Tolhurst, 2006). CSR can be described as the voluntary commitments that businesses make, with the help of flexible business practices and contributions of corporate resources, to improve the well-being of society (Kotler & Lee, 2005). It can be considered as a voluntary commitment that a business makes to implement the practices towards the welfare of the society.

Organizations are experiencing increasing pressure from different groups of stakeholders to carry out socially responsible activities and behaviors (Donaldson & Preston, 1995; Lee et al., 2013). Organizations thus need to act in accordance with these pressures in order to improve and protect the organization and the society as whole (Lee et al., 2013). As per a global study for managers, two-thirds of the respondents perceived CSR investments as very essential for keeping a firm competitive while 68% also showed increasing CSR commitments (Vlachos et al., 2013). Some studies have recognized the CSR's effect on the overall performance of an organization (Johnson, 2003; Snider, Hill, & Martin, 2003) and other studies have

highlighted the CSR's effect on financial performance (Stanwick & Stanwick, 1998; Ali, Rehman, Ali, Yousaf, & Zia, 2010). The results have shown that a strong positive relationship exists between CSR and performance (Stanwick & Stanwick, 1998), including financial performance (Johnson, 2003). Previous studies regarding CSR have been mainly focused on how customers perceive CSR (Kim & Park, 2009; Ali et al., 2010; Lee et al., 2013). Many of the studies have shown that customers are positively affected by CSR, and that CSR has a positive impact on customer identification and satisfaction, as well as on customer purchase intentions (Ali et al., 2010; Pe´rez & Bosque, 2015; Fatma & Rahman, 2016).

Despite the important roles of CSR reported in the relevant literature, there are very few studies that examine the effect of CSR on employee attitudes about their jobs (Turker, 2009; Ali et al., 2010; Vlachos et al., 2013). Employees are one of the major stakeholder groups and are highly outstanding stakeholders to whom the firms are responsible for a perfect duty. Employees are regarded as having both the power and the right to influence organizations (Greenwood, 2007). They are arguably the most valuable assets of an organization and are regarded as the core concern of CSR (Changchutoe, 2012). The way employees perceive CSR implemented by the organization they work for can influence their behavior as well as their attitudes (Peterson, 2004; Rego et al., 2010). The theories to explain why employee CSR perception can affect work outcomes are discussed in the next section.

2.3 Related Theories of the Study

A theory can be referred to as a set of ideas, principles, assumptions, or acknowledged facts, or as a set of statements that are associated rationally, that describes some phenomenon. Theories in the social sciences help to create ideas about certain attitudes and behaviors (Nardi, 2014). Stakeholder theory and social identity theory are the two main theories that will be used to explain the linkage between work outcomes and how employees perceive their organizations' CSR activities. These two theories are explained below.

2.3.1 Stakeholder Theory

Stakeholders are the parties that contribute to an organization's wealth and capacity, and are therefore an organization's beneficiaries (Korschun, 2015). Stakeholder theory states that organizations should be open towards challenging the demands of the stakeholders (Freeman, 1984). The theory suggests that corporate survival and performance is dependent on the behavior and attitude of the stakeholders and the organization's ability to develop a strong affiliation with its stakeholders (Freeman, 1984; Korschun, 2015; Waddock & Smith, 2000). Stakeholder theory has emerged as a central paradigm for CSR and offers organizations a beneficial framework for evaluating their CSR activities (Carroll, 1991; Snider et al., 2003). Donaldson and Preston (1995) have stated that it seeks to explain as well as to guide the operation and structure of an organization. Carroll's four CSR components—economic, ethical, legal and discretionary—parallel with the theory, in which businesses are held responsible towards stakeholders on these dimensions (Maignan & Ralston, 2002; Snider et al., 2003). The theory proposes that a company's long term value basically depends on the capabilities, knowledge, and commitment of its employees, and on its relationship with investors, customers, and other stakeholders. It taps the stakeholders' in-depth emotional commitment and begins with the notion that values are a necessary and explicit part of undertaking business (Freeman, Wicks, & Parmar, 2004; Jensen, 2010).

Employees are a vital as well as scarce resource in an organization; hence, meeting the social requirements of potential employees will help an organization gain more loyal employees and an enhanced reputation for the organizations (Mitchell, Agle, & Wood, 1997; Greening & Turban, 2000). They are one of the main stakeholders to whom the organization owes a perfect responsibility because employees have the power to influence business (Greenwood, 2007; Lee et al., 2013). Employees play a crucial role in shaping the relationships between external stakeholders and the organization (Korschun, 2015). The product and service quality of a company largely depends on its employees, and organizations should thus focus on employees from the perspective of stakeholder theory (Iqbal & Ahmad, 2012). As per this theory, an organization's management should understand its responsibility towards its employees in order to develop an outstanding business (Freeman et al., 2004).

Promotion of CSR within a company encourages employees to participate in CSR activities, enhance their work attitude. and develop strong relations with the company (Iqbal & Ahmad, 2012).

2.3.2 Social Identity Theory

A person's perception of oneness to an organization is the core of social identity theory. Social identification can be taken as how an individual perceives his/her relationship with a group of people. This perception stems from the group's uniqueness as well as from the prestige associated with that group (Ashforth & Mael, 1989). The central principle of social identity theory is that the way employees engage with external stakeholders depends on the way they feel about and define themselves relative to an organization (Korschun, 2015). It is the process in which a social groups' characteristics are also reflected in the individual person (Ellemers et al., 2004). Generally, in the social context, people tend to have their self-descriptions and categorize themselves and others as belonging to various social groups (Ashforth & Mael, 1989; Dutton, Dukerich, & Harquail, 1994). Social identity theory emerged from studies of group memberships and is used to describe various types of employee behaviors (Riketta, 2002; Senasu & Virakul, 2015). It suggests that people attempt to maintain or achieve positive social identity and enhance their self-esteem (Brown, 2000). According to social identity theory, the employees get a feeling of pride by identifying themselves with organizations having positive reputations (Ashforth & Mael, 1989). Social identity theory is an influential work associated with organizational identification (Lee, 2013) that helps to predict behavior at an individual level as a function of behavior at a group level (Korschun, 2015). This is because individuals derive a part of their identities from the organizations or groups in which they belong (Collier & Esteban, 2007), and group identification develops their self-esteem (Senasu & Virakul, 2015). From the perspective of social identity theory, an employee has increased identification with the organization he/she works under if the organization sacrifices some of its benefits for the overall benefit of the community (Turker, 2009).

2.4 Work Related Outcomes Associated with Employee CSR Perception

Perception is one of the crucial driving forces for understanding the behavior of an individual (Glavas & Godwin, 2013). Employees' perceptions about the CSR their organization performs affects the way employees behave (Glavas & Godwin, 2013; Senasu & Virakul, 2015). Employees are likely to react either positively or negatively towards any fair or unfair CSR actions, whether or not they are affected by those actions. Hence, we can say that the work attitude of a group of employees is likely to be affected by their organization's actions towards either the employees or the external stakeholders (Rupp, Ganapathi, Aguilera, & Williams, 2006). Organizations can gain significant benefits from well-designed CSR activities as CSR activities help to build stronger affiliation with the stakeholders and promote their well-being (Du, Bhattacharya, & Sen, 2015).

Although CSR helps to explain many benefits, this study focuses on three aspects of work-related outcomes, which might be associated with employee CSR perception. These three aspects are organizational identification, employee commitment, and job satisfaction.

2.4.1 Organizational Identification

Identification describes the amount to which a person associates with another person or group, and it involves positive sentiments directly related to the values present in the relationship (Cooper & Thatcher, 2010; Senasu & Virakul, 2015). Riketta (2005) mentioned that organizational identification can be described as the perceptions of oneness or belongingness that employees have for their organization and as something that unites member of an organization as the employees experience the successes and failures of the organization as their own successes and failures. According to Roeck, Marique, Stinglhamber, and Swaen (2014), organizational identification is the extent to which employees or members of an organization define themselves with the same traits, such as some of its distinctive, enduring, and central features, that they use to define their organization. Similarly, Cooper and Thatcher (2010) stated that organizational identification is the degree to which a person describes himself/herself in relation to the organization.

The way employees perceive themselves in an organization influences their level of cooperation, effort, and behavior at work and thus influences work outcomes (Cooper & Thatcher, 2010). Employees develop positive attitudes at work if they identify themselves with their organization (Roeck et al., 2014). Moreover, employees who have an intense identification with their organizations use the attributes of their organizations to explain and shape part of their own personalities (Dutton et al., 1994; Collier & Esteban, 2007). An employee who feels organizational identification strongly is eager to help his/her organizations and its associates (Riketta, 2005; Galvin & Lange, 2015). They are more willing to concentrate on actions that are beneficial to the organization rather than on just their own individual interest (Dutton et al., 1994).

2.4.2 Employee Commitment

Commitment is a power that binds a person to a course of activities significant for a specific target (Collier & Esteban, 2007). Fedor, Caldwell, and Herold (2006) stated that employee commitment is conceptualized in relation to employees' attachments to their organizations. Rettab, Brik, and Mellahi (2009) argued that employee commitment is an essential parameter for today's businesses and can be defined as the extent to which an employee values their organization, sees a future with that organization, and is willing to make individual sacrifices for it. Mayer, Allen, and Smith (1993) described employee commitment as a psychological state concerning the relationship of an employee with an organization, and this state affects the employee's decisions about whether to continue association with that organization. Employee commitment is an internal process and a kind of bond between an organization and its employees (Weiss, 2002; Abdullah & Ramay, 2012). It is something that includes some notions of membership, reflects individuals' current positions, has certain motivating aspects, and affects employee performance, contributions, and related outcomes (Brown, 1969).

Employee commitment is one of the basic foundations for business success and is vital for explaining the behavior of employees because it affects the overall performance of an organization (Dirani & Kuchinke, 2011). Maignan and Ferrell (2001) have described it as the degree to which an employee appreciates an organization and sees his/her future with that organization. Employee commitment is

important because it leads to several positive organizational outcomes and reveals the extent to which an employee identifies with an organization and is committed to its goals (Dixit & Bhati, 2012).

2.4.3 Job Satisfaction

Satisfaction can be considered as the level at which a person's wants, needs, and desires are fulfilled (Oluwatayo, 2015). An evaluative judgment, either negative or positive, a person makes about his/her job or job-related situation is known as their job satisfaction, which is an emotional response towards one's job that results from a person's comparison of the real consequences of the job to the ones he or she expected (Weiss, 2002; Closon, Leys, & Hellemans, 2015). Job satisfaction is one of the complex areas regarding employee management that today's managers face (Aziri, 2011). Job satisfaction can be described as a set of emotions and feelings, either favorable or unfavorable, with respect to how an employee views his/her work (Newstrom & Davis, 2001). It is a standard that helps to establish the well-being or health of organizations and serves as a strong predictor of employee behavior regarding performance, turnover, and other organizational behaviors (Crossman & Abou-Zaki, 2003; Roeck et al., 2014). The extent to which a person embraces his/her specific job in response to the experiences of that job can be considered as their job satisfaction (Mottaz, 1987; Neubert & Halbesleben, 2015). Commonly, it is described as the level or extent that an employee likes their work (Dirani & Kuchinke, 2011) and as a positive state of emotion (Crossman & Abou-Zaki, 2003) that shows a positive response towards his/her work situation (Pomirleanu & Mariadoss, 2015).

According to Saari and Judge (2004), job satisfaction is an important aspect that needs to be understood by human resource practitioners. It is a vital topic because it is connected with profitability organizational competitiveness, both of which are supported when employees have good emotional and mental states and positive attitudes. (Spector, 1997; Abdullah & Ramay, 2012). Crossman and Abou-Zaki (2003) stated that an employee's experience of job satisfaction affects the service quality he/she renders. This is important because the level of job satisfaction can significantly affect the effectiveness of organizations' work activities and is taken as an indicator of organizational undertakings (Aziri, 2011).

2.5 Hypotheses Development

A hypothesis can be defined as a testable declaration of any empirical reality that can be witnessed in the actual world given that the underlying theory is correct (Babbie, 2013). In this section, the role of employee CSR perception will be linked to work related outcomes, namely, organizational identification, employee commitment and job satisfaction. Stakeholder theory and social identity theory will be used as the theoretical foundation for hypothesis development.

2.5.1 Employee CSR Perception and Organizational Identification

The concept of organizational identification is embedded in social identity theory (Turner, Hogg, Oakes, Reicher, & Wetherell, 1987; Mozes, Josman, & Yaniv, 2011). Social identity theory proposes that employees feel honored to be identified with organizations having positive reputations (Ashforth & Mael, 1989; Maignan & Ferrell, 2001). Mozes et al. (2011) has stated that a positive reputation can include various aspects, such as social, financial, and ethical/value aspects, all of which can be reflected by the CSR activities discussed in this research. According to social identity theory, CSR may be expected to contribute positively to the attraction, retention and motivation of employees because employees are likely to identify strongly with positive organizational values (Peterson, 2004; Brammer, Millington, & Rayton, 2007). Stakeholder theory also encourages managers to articulate shared values that increase organizational identification. According to Mohr and Webb (2005), stakeholder theory explains a company's need to consider its social actions and suggests that employing strong CSR activities is one of the influential ways for a company to enhance their employees' identification with the company. Donaldson and Preston (1995) argued that stakeholder theory is used to interpret an organization's function of identification.

Results from prior studies also provide evidence about the role of CSR on organizational identification. A study of a Korean firm by Lee et al. (2013) was conducted with 168 questionnaires directed to the employees. The results showed that CSR perception affects the attachment employees have to a company. Similarly, a survey by Roeck et al. (2014) of 181 hospital employees showed that the employee

CSR perception has a positive effect on organizational identification as CSR initiatives help the hospitals to create strong bonds with the employees. Given prior evidence from research about the role of CSR perception, the following hypotheses are proposed:

H1: Employee perception of the economic aspect of CSR is positively related to organizational identification.

H2: Employee perception of the legal aspect of CSR is positively related to organizational identification.

H3: Employee perception of the ethical aspect of CSR is positively related to organizational identification.

H4: Employee perception of the discretionary aspect of CSR is positively related to organizational identification.

2.5.2 Employee CSR Perception and Employee Commitment

Social identity theory proposes the common idea that identification helps people orient their behavior towards a collective goal and have a sense of commitment to their organizations. It also assumes that identification can be a strong catalyst for motivating behavior as employees develop a sense of attachment to their organizations (Ellemers et al., 2004). According to Tyler and Blader (2003), a person who has a more positive sense of social identity with his/her organization is psychologically engaged and committed to that organization. Firms with a positive social responsibility image tend to have a greater ability to attract and retain employees and are likely to enjoy higher employee commitment (Maignan et al., 1999; Rettab et al., 2009). Similarly, stakeholder theory also helps to explain employee commitment. The theory states that a company's long-term value lies in the abilities, understanding, and commitment of its employees (Lee et al., 2013). Özdemir and Dincer (2013) have stated that employees' perceptions of the CSR that their organizations implement are important because a business with CSR practices tends to have employees that feel more committed and motivated to fulfill the organization's goals, which leads to a higher business performance. Maignan et al. (1999) stated that employee commitment is positively associated with social responsibility activities because these activities influence employee behavior and

commitment, leading to employees feeling greater pride in being associated with organizations practicing social responsibility activities.

A survey conducted by Maignan and Ferrell (2001) has supported the connection between employee CSR perception and employee commitment. The survey was conducted among French managers including only the top marketing executives working in French-owned businesses operating in France. From the 133 completed questionnaires out of 1,000 questionnaires emailed to the managers, it was revealed that more proactive CSR led to better employee commitment. Given prior evidence in research about this effect of CSR perception, the following hypotheses are proposed:

H5: Employee perception of the economic aspect of CSR is positively related to employee commitment.

H6: Employee perception of the legal aspect of CSR is positively related to employee commitment.

H7: Employee perception of the ethical aspect of CSR is positively related to employee commitment.

H8: Employee perception of the discretionary aspect of CSR is positively related to employee commitment.

2.5.3 Employee CSR Perception and Job Satisfaction

The relationship between employee CSR perception and job satisfaction can be supported by social identity theory. As stated by Farooq, Payaud, and Merunka (2014), the theory implies that CSR creates a good reputation for a firm and also explains the influence of CSR on the job attitudes of employees. According to Ashforth and Mael (1989), organizations that include social responsibility activities are more attractive for prospective candidates and such organizations can thus gain competitive advantages over their competitors. It suggests that employees who are working for a value-oriented organizations are expected to be more positive, helping them to develop their social identity and making them feel more pleased and fulfilled by their jobs (Vlachos et al., 2013). The link between CSR and job satisfaction can also be explained by stakeholder theory. Lee et al. (2013) has stated that stakeholder theory has its base in the CSR of companies for their stakeholders, and employees,

being one of the key stakeholders, have favorable views towards companies that implement CSR, which results in their enhanced loyalty and job satisfaction towards those companies. Stakeholder theory literature also considers employees as a primary stakeholder group as employees can influence a firm's outcomes. Firms should therefore engage in CSR activities that satisfy their employees (Tamm, Eamets, & Mõtsmees, 2010).

Results from previous studies also offer evidence about the role of corporate CSR on job satisfaction. The study by Roeck et al. (2014) that surveyed 181 employees of Belgium hospitals showed that a significant link exists between the extent to which companies fulfill their social obligations and the job satisfaction of their employees. Du et al. (2015) conducted a study among only female professionals from varying backgrounds and from a range of industries. The study found that CSR programs help to create positive job satisfaction among employees. A study conducted by You et al. (2013) among business department employees of insurance companies showed that a positive perception of a company's CSR initiatives has a positive effect on job satisfaction within that company. Similarly, a study by Vlachos et al. (2013) also revealed that engagement in CSR activities is positively related to job satisfaction. Given prior evidence in research about this role of CSR perception, the following hypotheses are proposed:

H9: Employee perception of the economic aspect of CSR is positively related to job satisfaction.

H10: Employee perception of the legal aspect of CSR is positively related to job satisfaction.

H11: Employee perception of the ethical aspect of CSR is positively related to job satisfaction.

H12: Employee perception of the discretionary aspect of CSR is positively related to job satisfaction.

2.6 The Mediating Role of Organizational Identification

This study also proposes that organizational identification can be a factor that indirectly explains the positive associations that the four aspects of CSR perception

have with employee commitment and job satisfaction. Previous studies have suggested that organizational identification links positively with both employee commitment and job satisfaction. For example, Reed, Goolsby, and Johnston (2016) have stated that a greater sense of employee organizational identification promotes greater commitment to a company. Employees who identify themselves with their organizations are committed to those organizations because organizational identification helps them to keep their internal respect as well as external prestige (Farooq et al., 2014). Research has shown a positive association between organizational identification and commitment because identification leads the employees to place a high value on membership with those organizations (Besharov, 2014). Based on evidence from research about organizational identification and employee commitment, the following hypothesis is proposed:

H13: Organizational identification is positively related to employee commitment.

Organizational identification is one of the critical constructs that affects an individual's satisfaction with an organization (Ashforth & Mael, 1989). Scholars have suggested that there exists a positive association between organizational identification and job satisfaction (Knippenberg & Schie, 2000). According to Karanika-Murray, Duncan, Pontes, and Griffiths (2015), organizational identification significantly explains higher job satisfaction because employees who identify themselves with their organizations are energized, highly engaged and dedicated to their jobs, all of which ultimately results in satisfaction from their jobs. A survey conducted by Knight and Haslam (2010) performed two surveys; one surveyed four white-collar organizations with 288 participants ranging in age from 18 to 70 years, and the other surveyed 1643 non-managerial employees ranging in age from 18 to 73 years. These surveys showed that the higher the level of organizational identification, the higher the level of job satisfaction. Given previous evidence in research about organizational identification and job satisfaction, the following hypothesis is proposed:

H14: Organizational identification is positively related to job satisfaction.

Previous research has found that employees are committed to their organizations when they are satisfied with their jobs (Llobet & Fito, 2013). Abu-Shamaa, Al-Rabayah, and Khasawneh (2015) have stated that job satisfaction plays a

significant role in employee organizational commitment, promoting employee intentions to stay in that organization. A study conducted by Raina and Roebuck (2016) In 105 Indian insurance sector employees found that there is a positive link between employee job satisfaction and level of commitment to an organization. Dirani and Kuchinke (2011) conducted an analysis of 298 cases from five major banks in Lebanon and found that satisfaction was a good predictor of commitment. Given previously mentioned evidence about employee job satisfaction and commitment, the following hypothesis is proposed:

H15: Job satisfaction is positively related to employee commitment.

Considering the linkage that organizational identification has with employee commitment and job satisfaction, as well as the linkage between employee commitment and job satisfaction, this research hypothesizes that organizational identification also serves as a mediator that explains the positive link between CSR perception of employees and employee commitment, as well as job satisfaction. The mediating effect of organizational identification suggests that employees' perceptions of the CSR activities of their organizations influence how they identify themselves with their organizations, and organizational identification inspires employees to be more committed to their organizations and satisfied with their jobs (Abd-Elmotalieb, Saha, & Hamoudah, 2015). The mediating role of organizational identification has been found in previous studies. For example, a 378 employee survey conducted by Farooq et al. (2014), in local as well as multinational companies in South Asia, showed that the link between employee CSR perception and employee commitment was mediated by organizational identification. Roeck et al. (2014) stated that how employees perceive their organizations' CSR affects their organizational identification, which is a key mechanism for controlling employee job satisfaction. A study by Esmaeelinezhad, Singaravelloo, and Boerhannoeddin (2015b) on 1,080 employees from four organizations in Iran showed that organizational identification plays a mediating role between employees' perceptions of their organizations and their employee commitment. On the basis of these supported arguments, the following hypotheses are proposed:

H16: The positive associations between employee perception of the economic aspect of CSR and (a) employee commitment and (b) job satisfaction will be mediated by organizational identification.

H17: The positive associations between employee perception of the legal aspect of CSR and (a) employee commitment and (b) job satisfaction will be mediated by organizational identification.

H18: The positive associations between employee perception of the ethical aspect of CSR and (a) employee commitment and (b) job satisfaction will be mediated by organizational identification.

H19: The positive associations between employee perception of the discretionary aspect of CSR and (a) employee commitment and (b) job satisfaction will be mediated by organizational identification.

2.7 Comparison between Nepal and Thailand

Corporate social responsibility does not have a single pattern running throughout Asian countries; it differs considerably between countries (Chapple & Moon, 2005; Welford, 2005). CSR practices seem to be growing in Asia, especially in East Asia, but the study of the issues related to employment practices and human resources are not well developed (Kim & Moon, 2015; Visser, Matten, Pohl, & Tolhurst, 2007). A comparative study helps to understand the subject from a broader perspective and gives a more complete picture. Azarian (2011) has stated that it is important for the different branches of the social sciences and humanities to analyze the variations of values amongst different cultures, societal contexts, and countries. This study performs a comparative analysis between Nepal and Thailand. The range of circumstances within Asia is more diverse in terms of religious systems, ethical system, and economic systems. Ethical institutions in Asia have strong holds on businesses and societies (Chapple & Moon, 2005; Kim & Moon, 2015). In particular, the comparison between Nepal and Thailand is done on the basis of socioeconomic aspects. The comparison between Thailand and Nepal will be discussed in the section below:

2.7.1 Nepal

Nepal is a low economy South Asian country with an area of 147,181 sq. km. (Central Intelligence Agency, 2016) and a population of approximately 28.17 million (The World Bank, 2016). It is a small landlocked country lying between the People's Republic of China to north and India to the east, west and south (Sharma, 2015). Being a landlocked country, the Nepalese economy is very much tied to India, its sole major trading partner (Gautam & Davis, 2007). It is one of the poorest and least developed countries in the world and has a weak economy (Bastola & Sapkota, 2015; Gautam & Davis, 2007). Approximately one quarter of Nepal's people live in poverty (Central Intelligence Agency, 2016). The backbone of the economy is agriculture; however, according to 2014 data, about 29% (or about \$19.77 billion) of Nepal's GDP depends upon remittance (The World Bank, 2016). Therefore, the country falls under the category of low income, according to (The World Bank, 2016).

Katuwal (2010) has stated that CSR in Nepal is a relatively new concept that is becoming increasingly prevalent. The study discusses how most enterprises in Nepal understand CSR as charitable activity, so CSR initiatives there mostly consists of discretionary or philanthropic efforts and is in improving trend. Nepal Business Initiative, formed in July 2003 from non-government initiatives with the purpose of enhancing the business contribution to Nepal's future and to create awareness among corporate houses about CSR activities can be regarded as the first significant step towards making the corporate houses aware of CSR and implementing it in practice (Adhikari, 2012). For example, Citizens Bank International Ltd. donated computers to Shree Deerga Pradeep Secondary School under the CSR program of the bank. The bank also donated Rs.100,000 to the National Kidney Center to help fund the treatment of kidney patients. It also organized a health camp at Humla, rural area of Nepal. Similarly, as part of its CSR activities, Everest Bank Ltd. conducted a health camp and a blood donation camp. It also provided notebooks to poor and needy children of government schools.

2.7.2 Thailand

Thailand is a developing Southeast Asian country with an area of 513,120 sq. km. and a population of approximately 67.73 million (Central Intelligence Agency,

2016; The World Bank, 2016). The country has a strong free enterprise economy and well-developed infrastructure (Central Intelligence Agency, 2016). It was upgraded to the upper-middle income category from the lower-middle economy category in 2011 (The World Bank, 2011). The long-term economic progression of Thailand has been noteworthy (Warr, 2007). According to the World Bank Database, GDP in 2014 was about \$404.8 billion (The World Bank, 2016). The poverty rate has dropped significantly to 11% in 2014 from 67% in 1986 (The World Bank, 2015).

In the case of Thailand, the social expectations for CSR have led companies to increasingly integrate CSR practices into their business operations. Business organizations in Thailand have long been embracing CSR concepts in their operating policies (Changchutoe, 2012). Srisuphaolarn (2013) stated that CSR in Thailand was formally introduced in 2007 by an affiliated company of the Stock Exchange of Thailand, and there are movements to embrace medium and small enterprises through a CSR development program introduced by Thailand's Ministry of Industry via ISO 26000, which is focused on environmental and social issues. For example, as part of its CSR activities, Siam Commercial Bank Ltd. has established 'The Siam Commercial Foundation to support continuous learning and the development of youths. Similarly, as an investment in the future, Bangkok Bank Ltd. has initiated Bangkok Bank's School Buildings Donation Project to foster a new generation of ethical people. The bank has also been consistently involved in activities to support royal-initiated projects and to honor the Monarchy. It also gives assistance to several charitable groups and supports disaster relief efforts.

2.7.3 The Moderating Role of Economic Development

Literature suggests that different factors and patterns influence CSR activities in different countries (Srisuphaolarn, 2013). Abreu, Castro, Soares, and Filho (2012) stated that economic factors influence attitudes, shared know-how, and expectations underpinning CSR. According to Welford (2004) CSR priorities vary among countries according to each country's values, norms, and level of economic development. A study conducted by Welford (2005) among companies in 15 countries in Europe, Asia, and North America demonstrates that although the basic context of CSR is similar in the different countries, the priorities for CSR activities in these

countries differ according to the countries' levels of economic development, leading to a significant link between the economic development of a nation and CSR development along with the CSR policies of those nations' companies. Reinhardt, Stavins, and Vietor (2008) stated that the companies need to first understand their economic conditions before sacrificing their profit for social activities because economic survival of the fittest means that companies may be pushed out from business if they engage in unmanageable CSR activities. This study will try to explore whether the effect that employee CSR perception has on organizational identification, employee commitment, and job satisfaction differs between Nepal and Thailand, given the difference in their levels of economic development.

Given that Nepal is a poor country compared to Thailand, it can be expected that the general CSR perception of employees in Nepal may not be as strong as that of Thai employees. For example, Friedman (2005) stated that economic growth is the prerequisite for moral behavior concerning support for social activities and it helps to transform the society into a cooperative venture for common advantage. Similarly, a study by Çarkoğlu and Kentmen-Çin (2015) showed that people in least developed countries compared to the people in developed countries are less willing to support or take essential environmental measures, to make any individual economic sacrifices, or to change their behavior to accommodate concerns about the environment as compared to the people of developed countries. Similarly, a study by Charoensukmongkol, Daniel, Sexton, and Kock (2012) revealed that there can be a reduction in software piracy when there is an increase in economic wealth. These studies suggest that an increase in economic wealth can improve the legal and ethical behavior of the individuals in a society. Hence, it can be expected that the positive effect of employee CSR perception on organizational identification, employee commitment, and job satisfaction will be higher in developed countries as compared to less developed countries. Given that Thailand is wealthier than in Nepal, it can be predicted that the positive effect of employee CSR perception on organizational identification, employee commitment, and job satisfaction will be more positive for organizations in Thailand than in Nepal. On the basis of this evidence of the differences between the two nations, the following hypotheses are proposed:

H20: The relationships between employee perception of the economic aspect of CSR and (a) organizational identification, (b) employee commitment, and (c) job satisfaction will be more positive in Thailand than in Nepal.

H21: The relationships between employee perception of the legal aspect of CSR and (a) organizational identification, (b) employee commitment, and (c) job satisfaction will be more positive in Thailand than in Nepal.

H22: The relationships between employee perception of the ethical aspect of CSR and (a) organizational identification, (b) employee commitment, and (c) job satisfaction will be more positive in Thailand than in Nepal.

H23: The relationships between employee perception of the discretionary aspect of CSR and (a) organizational identification, (b) employee commitment, and (c) job satisfaction will be more positive in Thailand than in Nepal.

Table 2.1 Summary of Research Hypotheses

Hypotheses	Prediction
H1	Employee perception of the economic aspect of CSR is positively related to organizational identification.
H2	Employee perception of the legal aspect of CSR is positively related to organizational identification.
H3	Employee perception of the ethical aspect of CSR is positively related to organizational identification.
H4	Employee perception of the discretionary aspect of CSR is positively related to organizational identification.
H5	Employee perception of the economic aspect of CSR is positively related to employee commitment.
H6	Employee perception of the legal aspect of CSR is positively related to employee commitment.
H7	Employee perception of the ethical aspect of CSR is positively related to employee commitment.
H8	Employee perception of the discretionary aspect of CSR is positively related to employee commitment.

Table 2.1 (Continued)

Hypotheses	Prediction
H9	Employee perception of the economic aspect of CSR is positively related to job satisfaction.
H10	Employee perception of the legal aspect of CSR is positively related to job satisfaction.
H11	Employee perception of the ethical aspect of CSR is positively related to job satisfaction.
H12	Employee perception of the discretionary aspect of CSR is positively related to job satisfaction.
H13	Organizational identification is positively related to employee commitment.
H14	Organizational identification is positively related to job satisfaction.
H15	Job satisfaction is positively related to employee commitment.
H16 H_{16a}	The positive associations between employee perception of the economic aspect of CSR and employee commitment will be mediated by organizational identification.
H_{16b}	The positive associations between employee perception of the economic aspect of CSR and job satisfaction will be mediated by organizational identification.
H17 H_{17a}	The positive associations between employee perception of the legal aspect of CSR and employee commitment will be mediated by organizational identification.
H_{17b}	The positive associations between employee perception of the legal aspect of CSR and job satisfaction will be mediated by organizational identification.
H18 H_{18a}	The positive associations between employee perception of the ethical aspect of CSR and employee commitment will be mediated by organizational identification.

Table 2.1 (Continued)

Hypotheses		Prediction
	H_{18b}	The positive associations between employee perception of the ethical aspect of CSR and job satisfaction will be mediated by organizational identification.
H19	H_{19a}	The positive associations between employee perception of the discretionary aspect of CSR and employee commitment will be mediated by organizational identification.
	H_{19b}	The positive associations between employee perception of the discretionary aspect of CSR and job satisfaction will be mediated by organizational identification.
H20	H_{20a}	The relationships between employee perception of the economic aspect of CSR and organizational identification will be more positive in Thailand than in Nepal.
	H_{20b}	The relationships between employee perception of the economic aspect of CSR and employee commitment will be more positive in Thailand than in Nepal.
	H_{20c}	The relationships between employee perception of the economic aspect of CSR and job satisfaction will be more positive in Thailand than in Nepal.
H21	H_{21a}	The relationships between employee perception of the legal aspect of CSR and organizational identification will be more positive in Thailand than in Nepal.
	H_{21b}	The relationships between employee perception of the legal aspect of CSR and employee commitment will be more positive in Thailand than in Nepal.
	H_{21c}	The relationships between employee perception of the legal aspect of CSR and job satisfaction will be more positive in Thailand than in Nepal.

Table 2.1 (Continued)

Hypotheses		Prediction
H22	H_{22a}	The relationships between employee perception of the ethical aspect of CSR and organizational identification will be more positive in Thailand than in Nepal.
	H_{22b}	The relationships between employee perception of the ethical aspect of CSR and employee commitment will be more positive in Thailand than in Nepal.
	H_{22c}	The relationships between employee perception of the ethical aspect of CSR and job satisfaction will be more positive in Thailand than in Nepal.
H23	H_{23a}	The relationships between employee perception of the discretionary aspect of CSR and organizational identification will be more positive in Thailand than in Nepal.
	H_{23b}	The relationships between employee perception of the discretionary aspect of CSR and employee commitment will be more positive in Thailand than in Nepal.
	H_{23c}	The relationships between employee perception of the discretionary aspect of CSR and job satisfaction will be more positive in Thailand than in Nepal.

2.8 Development of Conceptual Framework of the Study

After a comprehensive review as well as discussion of the key related concepts of the study, the following conceptual framework to be tested in this study is presented in Figure 2.1. This framework helps to examine the relationship between various independent and dependent variables.

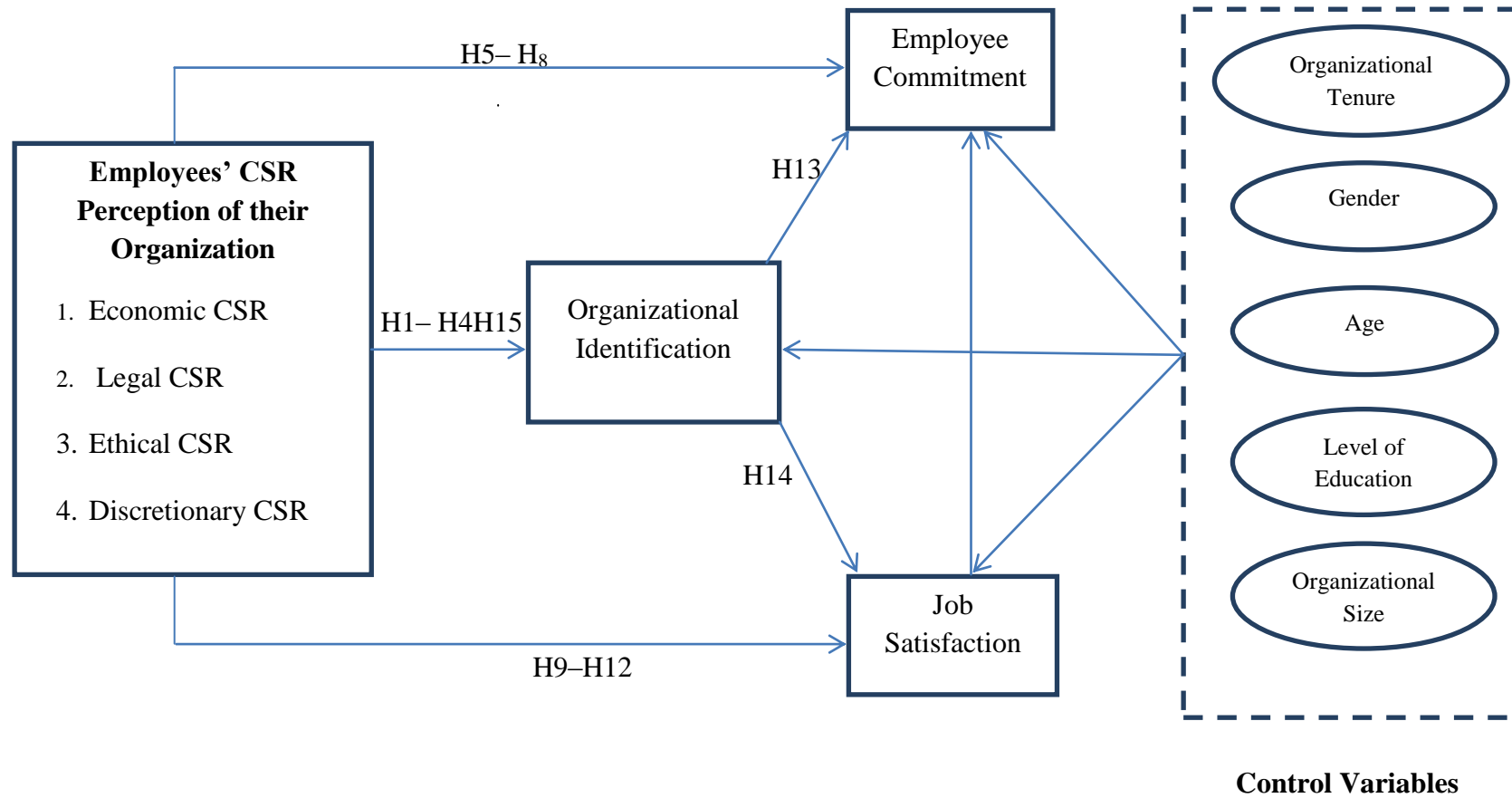


Figure 2.1 Conceptual Framework of the Study

CHAPTER 3

RESEARCH METHODOLOGY

The research methodology chapter discusses the approach employed by the researcher to address the main objectives of the study. This chapter discusses the research context, the approach, and the design of the study, including the sampling procedure, population surveyed by the study, sample size, units of analysis, data collection method, variables used, mechanism for data analysis and processing, and socio-ethical compliances.

3.1 Research Context

The banking industry was chosen for the study since it appears to be the most sensitive industry in terms of CSR impacts. Lentner, Szegedi, and Tatay (2015) have stated that this is because large numbers of people are affected by banks' activities. The banking industry was considered for this study because banks act as lubricant for the smooth functioning of any economy. This industry is considered one of the most competent and important sources for the economic development of a country. The population affected by the actions of financial institutions tends to be very large (Lentner et al., 2015). Banks are believed to be essential for business activity as they help facilitate sustainable economic growth by acting as effective monetary intermediators (Jha & Hui, 2012). No matter what culture or which country, banks need to be socially responsible (Yeung, 2011) because organizations are human societies that use societal practices in order to accomplish common goals (Rendtorff & Mattsson, 2012).

Banks are special because bank failures are expensive for an economy (Rahman, Tan, Hew, & Tan, 2004). The banking industry in underdeveloped countries exists as an integral mechanism for each country's overall economic system and can be regarded as a main component for any development work (Jha & Hui,

2012). Financial development in financially underdeveloped regions or in developing parts of Asia focuses on building efficient and sounder banks (Estrada, Park, & Ramayandi, 2010). It is regarded as a fanciest sector by recent graduates (Abdullah & Ramay, 2012) and is important because a solid financial system encourages investment by allocating resources efficiently, financing fruitful business prospects, and mobilizing savings (Jha & Hui, 2012). This study focuses on banks in two countries: Nepal and Thailand.

Banks are major financial institutions in Nepal, accounting for more than 70% of the overall assets of all financial institutions (Jha & Hui, 2012). The banking industry in Nepal is one of the major sectors for economic development and is very competitive. The number of banks has been increasing in the past few years, leading to significant competition. Hence, the banks have been going through fluctuations in the past few years, resulting in mergers and acquisitions in the sector. Despite the relatively weak economy of Nepal, the banking sector is moderately large in size, has been relatively successful, and has had consistent governance (Gautam & Davis, 2007).

In Thailand, the 1997 economic collapse worked to reduce the number of commercial banks in Thailand (Hirunpattarasilp & Udomkit, 2011). However, the banking industry has progressed strongly since then, and is now competitive and a core of Thailand's economy. Banks in Thailand have been reformed and account for around 77% of total lending provided by all financial institutions (Mahathanaseth & Tauer, 2014). The financial sector has undergone significant changes that have resulted in strong competition in the marketplace (Poolthong & Mandhachitara, 2009).

Since the banks of both countries have high levels of competition and are the backbones of economic development, this study focuses on the banking industry, specifically bank employee CSR perception.

3.2 Research Approach and Design

The systematic study or investigation of materials can be referred to as research that helps to obtain detailed information about any specific issue or to have a better understanding of specific problems. Nardi (2014) has stated that research is

channeled by questions that are composed of conceptions related to the topic. To achieve the stated objectives, this study follow a quantitative research method.

A research design can be defined as a master plan or blueprint to carry out the research. The design specifies the procedures and methods for collecting and analyzing the needed information. It involves several stages such as selecting an appropriate research method, gathering data, and choosing appropriate samples. Grinnell and Unrau (2014) stated that research design is a detailed plan or blueprint to determine how a research study is to be conducted by operationalizing the variables to be measured, selecting the sample of the study, collecting data for testing hypotheses, and evaluating the results. The present study was based on a survey research design with pre-determined questionnaire to collect primary data. This survey method is regarded as one of the most suitable methods for a social research process as it is a moderately straightforward method for studying values, beliefs and attitudes. It also has the capacity to accumulate generalizable information and sizeable amounts of data in a comparatively short time period. It also simplifies the standardization of data and allows for user confidentiality (Robson, 2002).

3.3 Sampling Procedure, Population, and Units of Analysis

Choosing the sample population of a study from a larger population is a very important step in research because it is not feasible to collect data from the entire population. Saunders, Lewis and Thornhill (2004) has stated that it is not very practical to collect data from the whole population, so it is essential to minimize the sample size to collect the amount of data allowed by time and budget constraints.

3.3.1 Sampling Procedure

One of the vital steps before collecting data is to identify an appropriate population sample. Sampling can be referred to as a procedure that helps to draw valid generalizations or implications based on identifying key variables and making careful observations of somewhat small percentages of populations (Best & Kahn, 1999). It helps to choose the actual sample from the entire population by following systematic steps, namely, identifying the entire population, the sampling frame, the

planned sample, and the actual sample. A sampling frame can be referred to as a set of people who may be selected given the sampling method chosen (Fowler, 2014). It is a set or list of guidelines that helps to categorizes all sample units of a population (Alreck & Settle, 1995). The planned sampling frame of this study included 26 commercial banks in Nepal and nine commercial banks in Thailand.

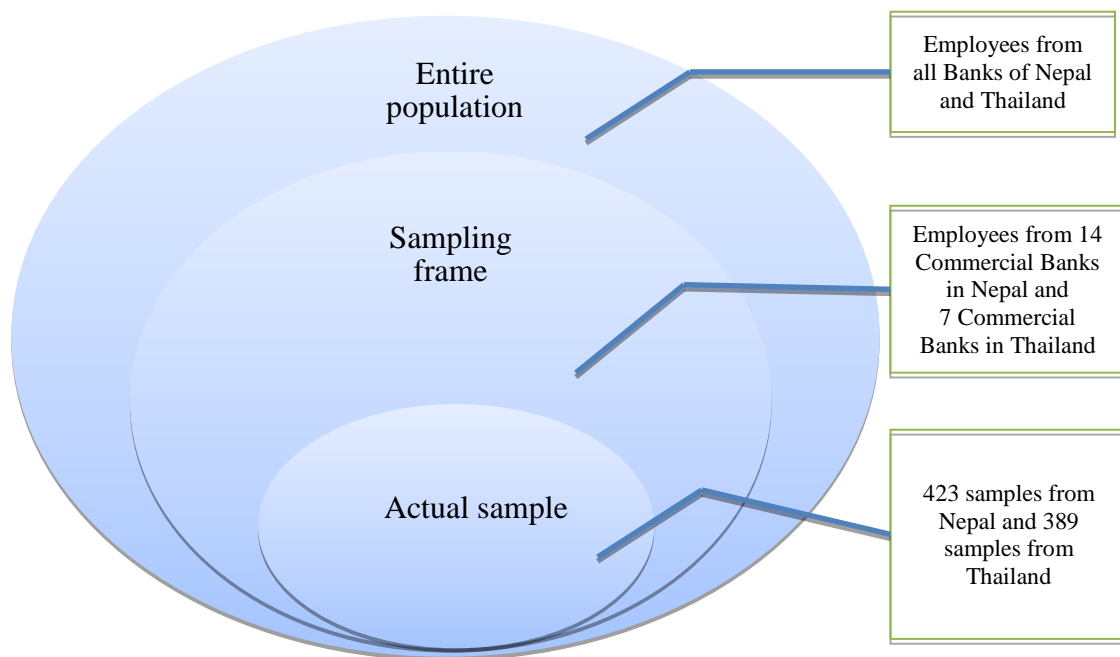


Figure 3.1 Sampling Procedure

As shown in the diagram above, the sampling frame is the representative of banks in Nepal and Thailand. The sample frame for Nepal was drawn on the basis of commercial banks listed on the Nepal Stock Exchange under the category of Group A Companies (NEPSE, 2016). For Thailand, the banks were selected on the basis of their listing on the Stock Exchange of Thailand (SET, 2016). There are approximately 25,000 employees working at commercial banks in Nepal and approximately 111,000 employees working at commercial banks in Thailand.

3.3.2 Sample Size

To determine the sample size of the study, many scholars have provided many different methods. Scholars such as Krejcie and Morgan (1970) have presented a table to determine the appropriate sample size of a study, according to which the maximum number of samples required for a population of 1,000,000 is 384. Similarly, according to the Yamane's sample size, the maximum sample number is 400 at a significance level of 95%, and scholars such as Bartlett, Kotrlik, and Higgins (2001) have suggested 120 or more as an appropriate sample size for an alpha level of 0.05. Thus, a sample size of 400 samples was proposed as statistically suitable for conducting this research.

3.3.3 Unit of Analysis

The unit of analysis demonstrates what is being examined in a study. The unit of analysis of a study refers to the section of the population a researcher is observing and from which he/she is collecting data (Nardi, 2014). It is the unit from which we obtain population characteristics and other information (Vaus, 1995). The unit of analysis of the present study comprises non-managerial commercial bank employees from Nepal and Thailand.

3.4 Data Collection Method

Data collection methods can be defined as the strategies or techniques that a researcher uses to collect data that will be then used to test hypotheses or to develop theories (Creswell, 2003). The development of a data collection tool suitable to carry out this study is based on a review of existing literature. A set of self-administered structured questionnaires was designed as questionnaires, compared to other research techniques (such as interviews), are an effective tool for examining large respondent samples in short time periods as (Nardi, 2014). The questionnaires for the study were developed by following measurement scales that have been used in previous studies. To gather data, the researcher personally approached the bank employees in Nepal and requested that they fill out the questionnaires. The researcher informed the employees about the purpose of the study and gave them assurances of confidentiality and anonymity. After that, the questionnaires were given to the employees with their

consent. For employees who could not be contacted personally, an online survey, where the employees were sent questionnaires via email, was used. For data collection in Thailand, questionnaires were distributed, with the help of a team of trained research assistants, to employees at the bank. During the distribution, the purpose of the study was discussed, and guarantees of confidentiality and anonymity were given.

3.5 Variables Used

Research begins after the concepts are translated into something that can be measured. Nardi (2014) has stated that the concepts in a research topic are called variables when they are transformed into something quantifiable that can help to suggest any disparities that might be present in the concept. Variables are themselves not independent, dependent or control variables, but they fall into these categories in accordance with how they are used in each study. Different dependent, independent and control variables were used to address the objectives of the study.

3.5.1 Independent Variables

The causes, descriptions, or predictors used to predict the discrepancies in dependent variables are referred to as independent variables (Nardi, 2014). Independent variables are the variables that are affecting or causing change in the other variables (Bailey, 1982; Alreck & Settle, 1995). The independent variable of the study is employee CSR perception.

CSR Perception

Employee CSR perception was measured with a scale developed by Maignan and Ferrell (2001). The economic, legal, and ethical aspects of CSR include a combined seven items and the discretionary aspect includes eight items. The items were measured using a five-point Likert Scale (1: Strongly Disagree to 5: Strongly Agree). During the refinement process, three items from the economic aspect of CSR were eliminated from the questionnaire as they were not relevant due to this study's focus on customers and product quality. The eliminated items were: "our business has a procedure in place to respond to every customer complaint"; "we continually improve the quality of our products"; and "we use customer satisfaction as an indicator of our business performance."

3.5.2 Dependent Variables

Dependent variables can be referred to as the results a researcher seeks to understand and is hypothesized that the variability in a sample, depends on specific causes (Nardi, 2014). The dependent variables are the variable being affected or caused (Alreck & Settle, 1995), or the variables which cannot affect other variables but whose value is influenced by those other variables (Bailey, 1982). The main dependent variables of the study are organizational identification, employee commitment, and job satisfaction. These variables are taken as the outcome or effect of CSR perception in the study.

3.5.2.1 Organizational Identification

Organizational identification was measured with a scale developed by authors Mael and Ashforth (1992). It was assessed with a six-item scale. The items were measured using a five-point Likert Scale (1: Strongly Disagree to 5: Strong Agree).

3.5.2.2 Employee Commitment

Employee commitment was measured with a scale developed by authors Jaworski and Kohli (1993). It was measured with the help of a seven-item scale and items were measured using a five-point Likert Scale (1: Strongly Disagree to 5: Strong Agree).

3.5.2.3 Job Satisfaction

Job satisfaction was be measured with a scale developed by authors Cammann, Fichman, Jenkins, and Klesh (1983). It was measured using a three-item scale and the items were measured using a five-point Likert Scale (1: Strongly Disagree to 5: Strong Agree).

The different items used for the measurement of dependent and independent variables are mentioned in the table below:

Table 3.1 Measurement Scale and Scale Items

Scale	Scale Items
Economic CSR activities (Maignan & Ferrell, 2001)	<ol style="list-style-type: none"> 1. We have been successful at maximizing our profits. 2. We strive to lower our operating costs. 3. We closely monitor employees' productivity. 4. Top management establishes long-term strategies for our business.
Legal CSR activities (Maignan & Ferrell, 2001)	<ol style="list-style-type: none"> 1. Managers are informed about relevant environmental laws. 2. All our products meet legal standards. 3. Our contractual obligations are always honored. 4. The managers of this organization try to comply with the law. 5. Our company seeks to comply with all laws regulating hiring and employee benefits. 6. We have programs that encourage the diversity of our workforce (in terms of age, gender or race). 7. Internal policies prevent discrimination in employees' compensation and promotion.
Ethical CSR activities (Maignan & Ferrell, 2001)	<ol style="list-style-type: none"> 1. Our business has a comprehensive code of conduct. 2. Members of our organization follow professional standards. 3. Top managers monitor the potential negative impacts of our activities on our community. 4. We are recognized as a trustworthy company. 5. Fairness toward co-workers and business partners is an integral part of our employee evaluation process. 6. A confidential procedure is in place for employees to report any misconduct at work (such as stealing or sexual harassment).

Table 3.1 (Continued)

Scale	Scale Items
Discretionary CSR activities (Maignan & Ferrell, 2001)	7. Our salespersons and employees are required to provide full and accurate information to all customers.
	1. The salaries offered by our company are higher than industry averages.
	2. Our business supports employees who acquire additional education.
	3. Our business encourages employees to join civic organizations that support community.
	4. Flexible company policies enable employees to better coordinate work and personal life.
	5. Our business gives adequate contributions to charities.
	6. A program is in place to reduce the amount of energy and materials wasted in our business.
	7. We encourage partnerships with local businesses and schools.
Organizational Identification (Mael & Ashforth, 1992)	8. Our business supports local sports and cultural activities.
	1. When someone criticizes my organization, it feels like a personal insult.
	2. I am very interested in what others think about my organization.
	3. When I talk about this organization, I usually say 'we' rather than 'they'.
	4. This organization's successes are my successes.
	5. When someone praises this organization, it feels like a personal compliment.

Table 3.1 (Continued)

Scale	Scale Items
Employee Commitment (Jaworski & Kohli, 1993)	6. If a story in the media criticized the organization, I would feel embarrassed.
	1. Employees feel as though their future is intimately linked to that of this organization.
	2. Employees would be happy to make personal sacrifices if it were important for the business unit's well-being.
	3. The bonds between this organization and its employees are weak.
	4. In general, employees are proud to work for this business unit.
	5. Employees often go above and beyond the call of duty to ensure this business unit's well-being.
	6. Our people have little or no commitment to this business unit.
Job Satisfaction (Cammann, Fichman, Jenkins, & Klesh, 1983)	7. It is clear that employees are fond of this business unit.
	1. All and all, I am satisfied with my job.
	2. In general, I like working at my company.
	3. In general, I don't like my job.

3.5.3 Control Variables

Control variables are the variables that remain untouched or constant all through the duration of the study. The usage of control variables plays a vital role in organizational research (Bernerth & Aguinis, 2016). The majority of research areas, which are theoretically based, have identified controls around demographic factors (Bernerth & Aguinis, 2016). In the same way, the control variables for the present study are also basically the demographic factors, such as organizational tenure, gender, age, level of education, and organizational size.

3.5.3.1 Organizational Tenure

Organizational tenure is considered a control variable for the study because the association between commitment and tenure showed the most consistent and strongest correlation in other studies (Meyer & Allen, 1997; Turker, 2009). The employees having the longest tenure with an organization seemed to have the strongest commitment (Cohen, 1993). Following a previous study (Vlachos et al., 2013), organizational tenure was measured by the number of years an employee has been with a bank.

3.5.3.2 Gender

The specifics of job-related variables can be different for males and females due to various factors such as gender inequality, cultural values, and social systems. Although women are motivated to take initiatives, gender inequality exists in the workplace (Luo, 2016). Research done in Western societies shows that women are more or no less satisfied with their work compared to their male colleagues, whereas, in China women seem to be comparatively less satisfied with their work (Luo, 2016). Male employees seem to display higher levels of commitment towards their work as compared to female employees due to different job attributes, such as family roles, rewards, and opportunities (Marsden, Kalleberg, & Cook, 1993). Gender was measured as dummy variable (0= Female, 1= Male).

3.5.3.3 Age

The age of the employees is regarded as a control variable in this study because employees' ages may have certain influences on their levels of job satisfaction, organizational identification and employee commitment. The younger employees tend to be more committed as they are highly encouraged to start their careers and can cope with change (Nijhof, Jong, & Beukhof, 1998). In contrast, elder employees, who have worked for several years at an organization, may have more attachment to the organization (Nijhof et al., 1998). As age increases, job satisfaction tends to increase (Lee & Wilbur, 1985). Age was measured as a continuous variable in number of years.

3.5.3.4 Level of Education

Work values associated with level of education can be related to work attitudes and behaviors. Employees with higher levels of education tend to have

higher work commitment as education opens more opportunities for them to do the work of their choice (Nijhof et al., 1998). Similarly, there exists a positive relationship between level of education and job satisfaction as employees with higher educational levels can evaluate improper working conditions that affect their physical and mental well-being (Gurbuz, 2007). Level of education was measured as a ranked variable (1= High School, 2= Bachelor's, 3=Master's, 4= Above Master's).

3.5.3.5 Organizational Size

The sizes of the organizations are controlled in the study because each employee's job outcome tends to be influenced by the size of the organizational in which the employee is working. Compared to an employee working at a smaller organization, an employee at a larger organization may have higher expectations in terms of pay, fringe benefits, and the prestige. There seems to be a reliable effect of organizational size on job attitudes (Geoffrey, Christopher, George, & Martin, 1983). Organizational size was measured by an organization's number of employees.

3.6 Mechanism for Data Processing and Analysis

The processing and analysis of data comprises examining the data, and then categorizing, arranging, or reorganizing the data to fulfill the objectives of the study. The main aim of processing and analyzing the data is to suppress unnecessary details and help the most important and appropriate relationships and facts to become apparent (Alreck & Settle, 1995). The study used partial least squares (PLS) regression for data analysis. PLS regression was chosen because it is more flexible than other techniques and because it is becoming a technique of choice as it helps to preserve the irregularity between predictors and dependent variables (Abdi, 2007). PLS regression was developed in the late 1960s by Wold and is an extension of multiple regression analysis (Carrascal, Galva'n, & Gordo, 2009). It is a structural equation modeling (SEM) method that is variance based and allows for the evaluation of several total construct paths simultaneous (Poolthong & Mandhachitara, 2009).

PLS regression is appropriate for this study because the independent variables of the study, the four dimensions of CSR (ethical, legal, economic and discretionary), may correlate with each other. PLS regression is very suitable for the prediction of

dependent variables from predictors that could be highly correlated (Carrascal et al., 2009; Colombani et al., 2012). PLS regression is a strong multivariate regression technique because it links the features of both multiple linear regression and principal component analysis (Abdi, 2007). It is also suitable for when the predictors show multicollinearity (Colombani et al., 2012; Yan, Fang, Zhang, & Shi, 2013). Analysis of non-normal data is possible with the help of PLS regression because one of the main reasons to use PLS-based SEM is to analyze data that are not normally distributed (Hair, Sarstedt, Ringle, & Mena, 2012). It is also useful in cases where the sample size is small (Carrascal et al., 2009). It is suitable for this study because PLS does not need the same satisfaction level of measurement properties in order to generate results (Poolthong & Mandhachitara, 2009). PLS regression analysis was performed with the help of WarpPLS. WarpPLS is new structural equation modeling software that identifies the nonlinear associations among latent variables (Kock, 2010).

3.7 Socio-Ethical Compliances

The researcher took socio-ethical considerations into account while conducting the survey. The respondents' consent was given priority, the personal information of the respondents was not disclosed, and only factual data were used. Organizational rules and norms were also considered while carrying out this study.

CHAPTER 4

RESULTS

The core of this chapter is the presentation and analysis of data. In this chapter, the data collected by the researcher with the help of pre-determined questionnaires have been presented and analyzed as per the research methodology described in the previous chapter. The primary information was used for analysis with the help of appropriate statistical tools to meet the study objectives.

4.1 Data

For Nepal, the researcher worked as enumerator to collect the data. Questionnaires were sent to different banks personally by the researcher on a random basis. The questionnaires were also sent via emails where the employees couldn't be contacted personally, especially outside Kathmandu valley. A total of 335 questionnaires were sent, out of which 289 usable questionnaires were obtained, yielding a response rate of 86.27%. Similarly, for the questionnaires sent via email, 134 usable questionnaires were obtained out of 181 questionnaires, yielding a response rate of 74.03%.

Data in Thailand was collected with the help of a Thai research assistant. The questionnaires were also sent via emails where the employees could not be contacted personally, especially outside Bangkok. A total of 350 questionnaires were sent, out of which 296 usable questionnaires were obtained, yielding a response rate of 84.57%. For the questionnaires sent via email, 93 usable questionnaires were obtained out of 130 questionnaires, yielding a response rate of 71.54%. The respondents in both the countries were informed that it would be a voluntary participation and their participation would be anonymous.

4.1.1 Demographic Profile of Respondents

The demographic profile of the respondents gives the basic information about their age, gender, educational level and many more. Table 4.1 represents the basic demographic profile of the respondents from both Nepal and Thailand, which includes their gender, department of work, academic qualification and job position. Out of the 423 samples from Nepal, 239 of the respondents were male (56.5%) and 184 of the respondents were female (43.5%). Among these respondents, 204 worked at credit department (48.2%), 67 worked at cash department (15.8%), 48 worked at finance department (11.3%), 34 worked at remittance department (8%), 23 worked at human resource department (5.4%), 22 worked at legal department (5.2%), 19 worked at card department (4.5%) and six worked at information technology department (1.4%). With regards to academic qualification, one respondent had above masters level education (0.2%), 262 respondents had master's level education (61.9%) and 160 respondents had bachelors level education (37.8%). Majority of the respondents held a middle level job position that counted for 159 respondents (37.6%); followed by junior level with 141 respondents (33.35%), lower middle level with 103 respondents (24.3%) and upper middle level with 20 respondents (4.7%).

Amongst the total respondents from Thailand (N= 389), 123 of the respondents were male (31.6%) and 266 were female (68.4%). Out of these respondents, 85 respondents worked at credit department (21.9%), 99 worked at cash department (25.4%), 109 worked at finance department (28.0%), 21 worked at remittance department (5.4%), 14 worked at human resource department (3.6%), 10 worked at legal department (2.6%), 33 worked at card department (8.5%) and 18 respondents worked at customer service department (4.6%). With regards to academic qualification, eight respondents had above masters level education (2.1%), 71 respondents had master's level education (18.3%) and 310 respondents had bachelors level education (79.7%). Majority of the respondents held middle level job position that counted for 147 respondents (37.8%), followed by junior level with 119 respondents (30.6%), lower middle level with 106 respondents (27.2%) and 17 respondents held upper middle level position (4.4%).

Table 4.1 Descriptive Statistics of Respondents

Variable	Nepal		Thailand	
	Frequency	%	Frequency	%
Gender				
Male	239	56.5	123	31.6
Female	184	43.5	266	68.4
Department of Work				
CREDIT	204	48.2	85	21.9
CASH	67	15.8	99	25.4
FINAN	48	11.3	109	28.0
REMIT	34	8	21	5.4
HRD	23	5.4	14	3.6
LEGAL	22	5.2	10	2.6
CARD	19	4.5	33	8.5
IT	6	1.4	0	0
CSD	0	0	18	4.6
Academic Qualification				
Primary	0	0	0	0
Secondary	0	0	0	0
Bachelor's	160	37.8	310	79.7
Master's	262	61.9	71	18.3
Above Masters	1	0.2	8	2.1
Job Position				
Top Level	0	0	0	0
Upper Middle Level	20	4.7	17	4.4
Middle Level	159	37.6	147	37.8
Lower Middle Level	103	24.3	106	27.2
Junior Level	141	33.3	119	30.6

Note: CREDIT=Credit Department; CASH= Cash Department; FINAN=Finance Department; REMIT= Remittance Department; HRD= Human Resource Department; LEGAL= Legal Department; CARD=Card Department; IT= Information Technology Department; CSD = Customer Service Department

For Nepal, the age of respondents ranged from 21 years to 52 years with a mean age of 30.345 years (standard deviation = 5.288). The work experience of respondents at their current banks ranged from one year to 29 years with a mean work experience of 5.175 years (standard deviation = 3.756). For Thailand, the age of respondents ranged from 21 years to 59 years with a mean age of 31.946 years (standard deviation = 7.455). The work experience of respondents at their current banks ranged from one year to 36 years with a mean work experience of 6.332 years (standard deviation = 5.767). Average age and work experience of the respondents is presented in table 4.2.

Table 4.2 Age and Work Experience of Respondents

Variable	Nepal		Thailand	
	Mean	St. D.	Mean	St. D.
Age (in years)	30.345	5.288	31.946	7.455
Work experience at current bank (in years)	5.175	3.756	6.332	5.767

Note: St. D.= Standard Deviation

Income range of the respondents is presented in table 4.3. The currency for income range was converted into US dollars for both the countries, so as to have a uniform measure. 303 respondents from Nepal had income between 0 -\$400 (71.6%); followed by 120 respondents having income between \$400- \$800 (28.4%). On the other hand, majority of Thai respondents had income between \$400- \$800, that included 226 respondents (58.1%); 76 respondents had income between \$800- \$1,200 (19.5%); followed by 42 respondents having income between \$1,200- \$1,600 (10.8%); 30 respondents had income between 0 -\$400 (7.7%); 10 respondents had income within the range of \$1,600- \$2,000 (2.6%); and five respondents earned within the range of \$2,000- \$2,400 (1.3%).

For the income level of Nepal and Thailand samples, it is apparent that the income of employees sample in Nepal earned much lower than the employees sample

in Thailand. The result from t-test also showed that the difference in their income level is statistically significant ($t=-22.003$; $p<.001$), which confirms that bank employees in Nepal have less earning than the bank employees in Thailand.

Table 4.3 Income Range of Respondents

Income Range (in \$)	Nepal		Thailand	
	Frequency	%	Frequency	%
0-400	303	71.6	30	7.7
400-800	120	28.4	226	58.1
800-1,200	0	0	76	19.5
1,200-1,600	0	0	42	10.8
1,600-2,000	0	0	10	2.6
2,000-2,400	0	0	5	1.3

Notes: 1. Exchange rate of NPR to US dollars was approximately \$1 = Rs. 106 as of October 19, 2016
2. Exchange rate of Thai Baht to US dollars was approximately \$1 = 35 Baht October 19, 2016

Among the total respondents of Nepal, 82 were working at Citizens Bank International Ltd. (19.4%), 36 at Prabhu Bank Ltd. (8.5%), 51 at NIC Asia Bank Ltd. (12.1%), 47 at Nabil Bank Ltd. (11.1%), 20 at Siddhartha Bank Ltd. (4.7%), 32 at Global IME Bank Ltd. (7.6%), 21 at NMB Bank Ltd. (5%), 18 at Nepal Bangladesh Bank Ltd. (4.3%), 17 at Everest Bank Ltd. (4%), 48 at Nepal SBI Bank Ltd. (11.3%), 15 at Standard Chartered Bank Nepal Ltd. (3.5%), 8 at Janata Bank Nepal Ltd. (1.9%), 11 at Century Commercial Bank Ltd. (2.6%) and 17 at Sunrise Bank Ltd. (4%).

In case of Thailand, 114 respondents were working at Siam Commercial Bank (29.3%), 87 at Bangkok Bank Public Co. Ltd. (22.4%), 77 at Kasikorn Bank (19.8%), 29 at CIMB Bank (7.5%), 29 at Krung Thai Bank (7.5%), 45 at TMB Bank Public Co. Ltd. (11.8%), and eight at Kiatnakin Bank (2.1%). The summary is presented in the table 4.4.

Table 4.4 Banks of Respondents

Name of Bank (Nepal)	Nepal		Name of Bank (Thailand)	Thailand	
	Frequency	%		Frequency	%
CBIL	82	19.4	SCB	114	29.3
PBL	36	8.5	BBL	87	22.4
NIC	51	12.1	KASI	77	19.8
NABIL	47	11.1	CIMB	29	7.5
SIDD	20	4.7	KTB	29	7.5
GLOBAL	32	7.6	TMB	45	11.8
NMB	21	5	KIAT	8	2.1
NBBL	18	4.3			
EBL	17	4			
SBI	48	11.3			
SCBN	15	3.5			
JBNL	8	1.9			
CCBL	11	2.6			
SUN	17	4			

- Notes:** 1. CBIL=Citizens Bank International Ltd.; PBL=Prabhu Bank Ltd.;
 NIC=NIC Asia Bank Ltd.; NABIL=Nabil Bank Ltd.; SIDD=Siddhartha Bank Ltd.; GLOBAL=Global IME Bank Ltd.; NMB=NMB Bank Ltd.;
 NBBL= Nepal Bangladesh Bank Ltd.; EBL= Everest Bank Ltd.; SBI= Nepal SBI Bank Ltd.; SCBN= Standard Chartered Bank Nepal Ltd.;
 JBNL= Janata Bank Nepal Ltd.; CCBL= Century Commercial Bank Ltd.;
 SUN= Sunrise Bank Ltd.
2. SCB = Siam Commercial Bank; BBL= Bangkok Bank Public Co. Ltd.;
 KASI= Kasikorn Bank; CIMB = CIMB Bank; KTB= Krung Thai Bank;
 TMB = TMB Bank Public Co. Ltd.; KIAT= Kiatnakin Bank

4.2 Model Assessment

It is vital to execute a series of analyses before estimation of partial least squares (PLS) regression. Normality test, validity test, reliability test and multicollinearity test analysis were performed before the assessment of the PLS regression model.

4.2.1 Normality Test

First of all, normality test was conducted which is one of the basic assumptions of statistical analysis. The normality test for variables shows whether the data are normally distributed or not. When the data is symmetrically distributed around the center of scores, and if a vertical line is drawn through the center of distribution then it would look same from both the sides, which is known as normal distribution of data (Field, 2013). For the test of normality, Jarque-Bera (JB) test and robust modification of Jarque-Bera (RJB) test were conducted. In regression analysis, JB test is considered as one of the good measure for testing normality (El-Salam, 2013). RJB is the robust modification of JB test which has similar or greater power as compared to JB test (Gel & Gastwirth, 2008). As presented in table 4.5, the data does not have normal distribution except for discretionary aspect of CSR for Nepal data.

Table 4.5 Normality Test

	Nepal		Thailand	
	Normal-JB	Normal-RJB	Normal-JB	Normal-RJB
ECO	No	No	No	No
LEGAL	No	No	No	No
ETHICS	No	No	No	No
DISCRE	Yes	Yes	No	No
OI	No	No	No	No
COMMIT	No	No	No	No
SATISFY	No	No	No	No

Notes: 1. **No**= Variable is not normally distributed; **Yes**= Variable is normally distributed
 2. **ECO**=Economic CSR; **LEGAL**=Legal CSR; **ETHICS** = Ethical CSR;
DISCRE=Discretionary CSR; **OI**=Organizational Identification;
COMMIT=Employee Commitment; **SATISFY**=Job Satisfaction

4.2.2 Construct Validity and Reliability

It is essential to have a suitable level of validity before testing any other significant relationships. The validity test of the latent variables is conducted to ensure that the instrument actually measures what it intends to measure (Field, 2013). For the study, two types of validity were tested including convergent validity and discriminant validity. Convergent validity determines whether the measures of a construct are more correlated with each other or not, as compared to another construct's measures (Petter, Straub, & Rai, 2007). The value of 0.5 and above indicates a satisfactory degree of convergent validity, which means that the latent variables can describe more than half of the indicators' variance (Hair, Ringle, & Sarstedt, 2011). For Nepal, the results from convergent validity test showed that the loadings for indicators were greater than 0.50 for most of the latent variables. However, the loadings of one indicators of commitment (COMMIT6) was lower than 0.50; therefore, it was removed from the analysis. The factor loadings and cross-loadings for Nepal is presented below in table 4.6.

Table 4.6 Convergent Validity (Combined Factor Loadings and Cross-Loadings)
(NEPAL)

	ECO	LEGAL	ETHICS	DISCRE	OI	COMMIT	SATISFY
ECO1	(0.592)	-0.173	0.205	-0.314	-0.147	0.08	0.057
ECO2	(0.676)	-0.124	0.034	-0.141	-0.001	0.256	-0.172
ECO3	(0.800)	0.134	-0.166	0.221	0.001	-0.038	0.066
ECO4	(0.766)	0.103	-0.016	0.137	0.113	-0.248	0.039
LEGAL1	-0.07	(0.698)	0.224	-0.02	-0.004	-0.23	0.051
LEGAL2	-0.163	(0.635)	0.13	-0.307	-0.075	0.079	-0.095
LEGAL3	-0.017	(0.754)	0.067	-0.16	-0.066	0.068	0.004
LEGAL4	0.021	(0.739)	0.017	-0.204	0.001	-0.031	-0.031
LEGAL5	0.041	(0.731)	-0.185	0.091	0.177	-0.098	0.072
LEGAL6	0.099	(0.650)	-0.205	0.401	-0.021	0.166	-0.017
LEGAL7	0.093	(0.595)	-0.057	0.258	-0.028	0.078	0.005
ETHICS1	-0.083	0.052	(0.702)	-0.112	-0.112	-0.054	-0.084
ETHICS2	0.066	-0.012	(0.784)	-0.113	-0.073	0.022	-0.004
ETHICS3	0.065	0.063	(0.746)	0.08	-0.07	0.124	-0.066

Table 4.6 (Continued)

	ECO	LEGAL	ETHICS	DISCRE	OI	COMMIT	SATISFY
ETHICS4	0.045	0.063	(0.689)	-0.322	0.143	0.054	0.043
ETHICS5	0.128	-0.078	(0.700)	0.172	0.079	-0.052	0.11
ETHICS6	-0.056	-0.124	(0.599)	0.364	0.118	-0.214	-0.039
ETHICS7	-0.194	0.017	(0.667)	-0.013	-0.054	0.083	0.043
DISCRE1	-0.173	0.197	0.129	(0.543)	-0.037	0.085	0.151
DISCRE2	-0.128	0.039	-0.019	(0.734)	0.078	-0.071	0.095
DISCRE3	0.128	-0.004	-0.051	(0.767)	0.005	-0.131	0.075
DISCRE4	0.031	-0.054	-0.121	(0.789)	-0.03	0.049	0.026
DISCRE5	0.117	0.12	-0.147	(0.701)	0.012	0.077	-0.074
DISCRE6	0.051	-0.123	0.062	(0.747)	-0.066	0.022	-0.035
DISCRE7	-0.019	-0.103	0.134	(0.684)	-0.08	0.151	-0.25
DISCRE8	-0.061	-0.018	0.064	(0.682)	0.116	-0.155	0.029
OI1	0.095	-0.129	-0.137	0.137	(0.764)	-0.018	0.006
OI2	0.137	0.004	0.039	-0.069	(0.758)	0.071	-0.16
OI3	-0.202	0.066	0.174	-0.007	(0.736)	-0.294	0.242
OI4	-0.032	0.03	0.09	-0.135	(0.776)	0.062	0.083
OI5	-0.023	0.018	-0.099	0.075	(0.822)	0.074	-0.105
OI6	0.024	0.013	-0.062	-0.006	(0.666)	0.101	-0.06
COMMIT1	-0.072	0.039	-0.008	-0.007	0.23	(0.783)	-0.143
COMMIT2	-0.031	-0.046	0.067	0.049	-0.034	(0.767)	-0.218
COMMIT3	-0.078	0.14	-0.074	0.073	-0.161	(0.572)	0.331
COMMIT4	0.078	-0.04	-0.102	0.001	0.045	(0.794)	0.152
COMMIT5	0.004	-0.028	0.131	-0.082	-0.157	(0.664)	-0.293
COMMIT7	0.079	-0.033	-0.011	-0.025	0.009	(0.764)	0.215
SATISFY1	0.065	-0.026	-0.072	0.145	0.03	0.033	(0.866)
SATISFY2	0.024	-0.038	-0.011	0.104	0.101	-0.097	(0.904)
SATISFY3	-0.099	0.073	0.092	-0.28	-0.149	0.075	(0.785)

Note: ECO=Economic CSR; LEGAL=Legal CSR; ETHICS = Ethical CSR;
DISCRE=Discretionary CSR; OI=Organizational Identification;
COMMIT=Employee Commitment; SATISFY=Job Satisfaction

The results from convergent validity test for Thailand showed that the loadings for indicators were greater than 0.50 for most of the latent variables. However, the loadings of one indicators of legal CSR (LEGAL6) and one indicators of organizational identification (OI4) were lower than 0.50; therefore, they were removed from the analysis. The factor loadings and cross-loadings for Thailand is presented below in table 4.7.

Table 4.7 Convergent Validity (Combined Factor Loadings and Cross-Loadings)
(THAILAND)

	ECO	LEGAL	ETHICS	DISCRE	OI	COMMIT	SATISFY
ECO1	(0.741)	0.063	-0.177	0.149	-0.062	0.081	0.026
ECO2	(0.690)	-0.087	-0.09	-0.095	0.123	0.135	-0.234
ECO3	(0.816)	-0.096	0.092	-0.082	0.014	-0.12	0.051
ECO4	(0.771)	0.119	0.154	0.029	-0.065	-0.071	0.131
LEGAL1	-0.033	(0.751)	-0.336	0.11	0.097	-0.01	-0.09
LEGAL2	0.137	(0.770)	0.157	-0.115	-0.03	-0.112	0.114
LEGAL3	-0.003	(0.739)	0.324	-0.169	-0.09	-0.028	-0.007
LEGAL4	-0.087	(0.760)	0.258	-0.177	-0.055	-0.019	-0.027
LEGAL5	-0.042	(0.744)	-0.058	-0.003	-0.038	0.086	0.092
LEGAL7	0.059	(0.667)	-0.177	0.291	-0.161	0.195	0.078
ETHICS1	-0.017	0.143	(0.784)	-0.069	-0.06	0.036	0.07
ETHICS2	0.115	-0.052	(0.757)	-0.012	-0.15	-0.121	0.038
ETHICS3	0.044	0.157	(0.700)	0.06	0.007	-0.118	0.048
ETHICS4	0.097	-0.023	(0.735)	-0.178	0.111	0.011	0.016
ETHICS5	-0.079	-0.069	(0.714)	0.214	-0.058	0.341	-0.115
ETHICS6	-0.101	0.115	(0.677)	0.084	0.043	0.129	-0.249
ETHICS7	-0.071	-0.268	(0.725)	-0.079	0.119	-0.267	0.168
DISCRE1	0.157	-0.075	-0.286	(0.671)	-0.073	0.366	-0.252
DISCRE2	0.164	0.125	-0.146	(0.709)	-0.359	0.454	-0.147
DISCRE3	-0.028	0.039	0.182	(0.774)	0.111	-0.152	0.092
DISCRE4	-0.115	0.046	-0.29	(0.667)	0.172	0.065	-0.3
DISCRE5	-0.027	-0.087	0.29	(0.747)	0.042	-0.229	0.104
DISCRE6	0.007	-0.018	0.067	(0.767)	-0.039	-0.166	0.131
DISCRE7	-0.048	-0.129	0.196	(0.771)	0.071	-0.32	0.27
DISCRE8	-0.106	0.116	-0.104	(0.679)	0.069	0.075	0.024

Table 4.7 (Continued)

	ECO	LEGAL	ETHICS	DISCRE	OI	COMMIT	SATISFY
OI1	-0.039	-0.115	0.098	0.078	(0.701)	0.13	-0.045
OI2	0.103	0.038	0.104	-0.049	(0.739)	-0.715	0.493
OI3	-0.055	-0.014	-0.207	0.207	(0.620)	0.424	-0.404
OI5	-0.029	0.05	0.124	-0.109	(0.767)	0.077	0.026
OI6	0.032	0.001	-0.106	-0.007	(0.736)	-0.044	-0.026
COMMIT1	-0.039	-0.022	0.037	0.052	0.21	(0.765)	-0.17
COMMIT2	0.113	-0.221	-0.093	0.242	0.078	(0.770)	-0.164
COMMIT3	-0.106	0.235	-0.192	-0.026	-0.191	(0.724)	-0.218
COMMIT4	0.023	0.001	0.169	-0.09	0.058	(0.803)	0.283
COMMIT5	0.034	-0.1	-0.023	0.181	-0.136	(0.681)	-0.214
COMMIT6	-0.075	0.177	-0.067	-0.201	-0.098	(0.726)	0.045
COMMIT7	0.041	-0.057	0.143	-0.145	0.044	(0.778)	0.386
SATISFY1	0.129	0.002	0.048	-0.185	0.106	-0.054	(0.865)
SATISFY2	0.034	-0.076	-0.015	0.102	0.004	0.092	(0.874)
SATISFY3	-0.184	0.084	-0.036	0.091	-0.123	-0.044	(0.774)

Note: ECO=Economic CSR; LEGAL=Legal CSR; ETHICS = Ethical CSR;
DISCRE=Discretionary CSR; OI=Organizational Identification;
COMMIT=Employee Commitment; SATISFY=Job Satisfaction

It is also necessary to conduct discriminant validity test. As per Fornell and Larcker (1981) criterion, the square root of average variance extracted (AVE) of each latent variable ought to be higher as compared to the latent construct's greatest squared correlation with other latent variables. Discriminant validity exists if the measures for a construct can be differentiated from the measures of another construct (Petter et al., 2007). For discriminant validity, each latent variable's AVE should be higher than the latent variable's greatest squared correlation with any other latent variables (Hair et al., 2011). The requirement for discriminant validity is satisfactory for Nepal data. However, for Thai data the correlation between legal CSR and ethical CSR is slightly greater than the square root of AVE for ethical CSR. This case of CSR aspects might have occurred because the aspects of CSR often seem to overlap substantively with each other; and are not mutually exclusive. (Du et al., 2015). Table 4.8 and table 4.9 shows the loadings for Nepal and Thailand respectively.

Table 4.8 Discriminant Validity (Variable Correlations and AVE) (NEPAL)

	ECO	LEGAL	ETHICS	DISCRE	OI	COMMIT	SATISFY	TENURE	GENDER	AGE	EDU	ORGSIZE
ECO	(0.713)											
LEGAL	0.618**	(0.688)										
ETHICS	0.603**	0.683**	(0.700)									
DISCRE	0.490**	0.560**	0.573**	(0.709)								
OI	0.326**	0.415**	0.555**	0.386**	(0.755)							
COMMIT	0.416**	0.538**	0.604**	0.561**	0.668**	(0.728)						
SATISFY	0.459**	0.512**	0.537**	0.507**	0.575**	0.727**	(0.853)					
TENURE	0.061	0.119	0.134	0.003	0.066	0.135	0.151	(1.000)				
GENDER	-0.008	0.070	0.016	0.004	-0.016	0.042	0.027	0.106	(1.000)			
AGE	0.120	0.209**	0.171**	0.118	0.078	0.204**	0.199**	0.792**	0.188**	(1.000)		
EDU	0.012	0.158	0.103	-0.002	0.096	0.087	0.047	0.188**	0.115	0.283**	(1.000)	
ORGSIZE	-0.159	-0.138	-0.096	-0.057	-0.195**	-0.136	-0.192**	0.096	-0.045	0.091	0.008	(1.000)

Notes: 1. Square root of AVEs are reported in parentheses

2. ECO=Economic CSR; LEGAL=Legal CSR; ETHICS = Ethical CSR; DISCRE=Discretionary CSR; OI=Organizational Identification; COMMIT=Employee Commitment; SATISFY=Job Satisfaction; Tenure= Organizational Tenure; Gender= Gender of employees (Male= 1; Female= 0); Age= Age of employees; EDU= Level of Education; ORGSIZE= Organizational Size

3. **, * indicates 0.1% and 5% significant level

Table 4.9 Discriminant Validity (Variable correlations and AVE) (THAILAND)

	ECO	LEGAL	ETHICS	DISCRE	OI	COMMIT	SATISFY	TENURE	GENDER	AGE	EDU	ORGSIZE
ECO	(0.756)											
LEGAL	0.632**	(0.744)										
ETHICS	0.606**	0.796**	(0.728)									
DISCRE	0.523**	0.578**	0.598**	(0.725)								
OI	0.496**	0.514**	0.564**	0.634**	(0.721)							
COMMIT	0.527**	0.583**	0.601**	0.650**	0.684**	(0.751)						
SATISFY	0.434**	0.478**	0.503**	0.504**	0.479**	0.786**	(0.839)					
TENURE	-0.004	-0.003	-0.037	-0.02	0.088	-0.004	-0.042	(1.000)				
GENDER	0.042	0.009	-0.019	0.023	-0.028	0.054	0.031	0.129*	(1.000)			
AGE	0.067	0.089	0.057	0.048	0.163*	0.093	0.055	0.835**	0.138*	(1.000)		
EDU	0.142*	0.101*	0.071	0.125*	0.135*	0.101*	0.112*	0.204**	0.137*	0.296**	(1.000)	
ORGSIZE	0.110*	0.034	0.050	0.089	-0.017	0.040	-0.002	0.022	-0.011	-0.093	-0.164*	(1.000)

Notes: 1. Square root of AVEs are reported in parentheses

2. ECO=Economic CSR; LEGAL=Legal CSR; ETHICS = Ethical CSR; DISCRE=Discretionary CSR; OI=Organizational Identification; COMMIT=Employee Commitment; SATISFY=Job Satisfaction; Tenure= Organizational Tenure; Gender= Gender of employees (Male= 1; Female= 0); Age= Age of employees; EDU= Level of Education; ORGSIZE= Organizational Size

3. **, * indicates 0.1% and 5% significant level

Next, it is essential to ensure whether the data has sufficient level of reliability or not. Reliability refers to the capability of the measure to generate same results under the same circumstances (Field, 2013). The construct reliabilities were tested using Cronbach's Alpha (α) and Composite reliability. Cronbach's alpha (α) helps to measure the internal consistency of the variables within a survey instrument. It refers to the amount to which the responses are consistent amongst the items and within the measure (Kline, 2011). According to Nunnally (1967), α value of 0.6 to 0.7 is acceptable and above 0.7 is good. All the variables of Nepal have α value above 0.8, and one variable has α value of 0.673. This shows that all the variables have satisfactory level of reliability. Similarly, α value for all the variables of Thailand is above 0.7 which shows that all the variables have satisfactory level of reliability.

Composite reliability doesn't undertake all indicators to be equally reliable which makes it more appropriate for PLS regression (Hair et al., 2011). Composite reliability values of 0.6 or above are considered to be satisfactory (Hair et al., 2011). The result shows that value of composite reliability for all variables of Nepal and Thailand are above 0.8 which meet the satisfactory level. The value of Cronbach's alpha and Composite reliability of latent variables is presented in table 4.10.

Table 4.10 Cronbach's Alpha and Composite Reliability of Latent Variables

	Nepal		Thailand	
	Cronbach's alpha (α)	Composite reliability	Cronbach's alpha (α)	Composite reliability
ECO	0.673	0.803	0.749	0.842
LEGAL	0.813	0.862	0.838	0.881
ETHICS	0.825	0.870	0.852	0.887
DISCRE	0.857	0.889	0.870	0.898
OI	0.848	0.888	0.766	0.843
COMMIT	0.819	0.870	0.870	0.900
SATISFY	0.811	0.889	0.788	0.877

Note: ECO=Economic CSR; LEGAL=Legal CSR; ETHICS = Ethical CSR;

DISCRE=Discretionary CSR; OI=Organizational Identification;

COMMIT=Employee Commitment; SATISFY=Job Satisfaction

4.2.3 Multicollinearity and Common Method Bias

Another important analysis to be conducted is the test of multicollinearity of the latent variables. Multicollinearity refers to the presence of high correlation among latent variables suggesting that the various indicators are in same aspect of the construct (Petter et al., 2007). High level of multicollinearity can be challenging because it becomes difficult to distinctly determine the impact of each indicator on the latent variables (Diamantopoulos & Siguaw, 2006). The test of multicollinearity was conducted with the help of full Variance Inflation Factor (VIF) statistics using WarpPLS 5.0. According to Petter et al. (2007), full VIF indicators should be less than 3.3. Full VIF provides advantage over regular VIF as it captures the problem of both lateral and vertical collinearity problems (Kock & Lynn, 2012). Full VIF can also be used as a technique equivalent to common method bias (CMB) that is used in covariance-based SEM (Kock & Lynn, 2012). CMB is a problem as it is one of the main causes of measurement error that can give threat to the validity of relationship between measures (Podsakoff, MacKenzie, & Lee, 2003). Full VIF of 3.3 or lower recommends the presence of no serious CMB in the model (Kock & Lynn, 2012). The full VIF for all the latent variables for Nepal is less than the critical value of 3.3. For data of Thailand, majority of the variables have full VIF below 3.3. However, the full VIF for employee commitment, organizational tenure and age is above 3.3, but under the acceptable criteria of 5 or below 5. Hair et al. (2011) have stated that the value of VIF needs to be less than 5. The full VIF statistics is presented in table 4.11.

Table 4.11 Multicollinearity of Latent Variables

	Nepal	Thailand
	Full VIF	Full VIF
ECO	1.916	1.923
LEGAL	2.410	3.139
ETHICS	2.679	3.211
DISCRE	1.804	2.225
OI	2.069	2.370

Table 4.11 (Continued)

	Nepal	Thailand
	Full VIF	Full VIF
COMMIT	3.039	4.303
SATISFY	2.415	2.722
TENURE	2.828	3.561
GENDER	1.059	1.052
AGE	3.079	3.728
EDU	1.141	1.171
ORGSIZE	1.100	1.111

Note: ECO=Economic CSR; LEGAL=Legal CSR; ETHICS = Ethical CSR;
 DISCRE=Discretionary CSR; OI=Organizational Identification;
 COMMIT=Employee Commitment; SATISFY=Job Satisfaction; Tenure=
 Organizational Tenure; Gender= Gender of employees (Male= 1; Female= 0);
 Age= Age of employees; EDU= Level of Education; ORGSIZE=
 Organizational Size

4.3 Test of Hypothesis

For the test of hypothesis, p-value was tested to determine the significance of test. The p value less than 0.05 is significant meaning that the null hypothesis is rejected (Field, 2013). The path coefficient and p-values were calculated using a bootstrap resampling technique. Bootstrapping is likely to create steady resample path coefficients, leading to p-values with more reliability for larger samples (Kock, 2015). As recommended by Efron, Rogosa, and Tibshirani (2004), resampling procedure with 100 subsamples is used to carry out the analysis as higher resamples number creates negligible improvements in p-values reliability. In order to estimate the linear relationship between the constructs, 'Linear' function in WarpPLS 5.0 was selected. The result of PLS regression analysis are presented along with r-squared, adjusted r-squared and number of observations. R-squared reveals the percent of explained

variance of variables (Kock & Lynn, 2012). PLS regression results for each CSR dimension on outcome variables are presented in table 4.12, 4.13, 4.14 and 4.15.

Table 4.12 PLS Regression Results (Economic Aspect)

Variables	Nepal			Thailand		
	OI	COMMIT	SATISFY	OI	COMMIT	SATISFY
Hypothesized Variables						
ECO	0.297** (0.041)	0.074* (0.030)	0.281** (0.041)	0.490** (0.048)	0.093* (0.043)	0.247** (0.056)
Control Variables						
Tenure	0.054 (0.078)	-0.060 (0.052)	0.004 (0.057)	-0.036 (0.071)	-0.045 (0.038)	-0.183 (0.081)
Gender	-0.035 (0.047)	0.023 (0.026)	0.011 (0.044)	-0.070 (0.047)	0.048 (0.024)	0.034 (0.041)
Age	-0.004 (0.081)	0.110* (0.053)	0.142* (0.054)	0.156 (0.071)	0.038 (0.039)	0.122 (0.078)
EDU	0.088* (0.044)	0.005 (0.035)	-0.042 (0.036)	0.028 (0.046)	-0.027 (0.023)	0.026 (0.044)
ORGSIZE	-0.155** (0.043)	0.036 (0.029)	-0.070* (0.040)	-0.051 (0.043)	0.038 (0.024)	-0.003 (0.044)
R-squared	0.139	0.635	0.436	0.272	0.752	0.294
Adjusted R-squared	0.127	0.627	0.426	0.260	0.746	0.281
No. of observations	423	423	423	389	389	389

- Notes:** 1. ECO=Economic CSR; OI=Organizational Identification;
COMMIT=Employee Commitment; SATISFY=Job Satisfaction; Tenure=
Organizational Tenure; Gender= Gender of employees (Male= 1; Female=
0); Age= Age of employees; EDU= Level of Education; ORGSIZE=
Organizational Size
2. ‘Standard Errors’ are reported in the parentheses
3. **, * indicates 0.1% and 5% significant level

Table 4.12 reports the results indicating the relationships between the economic CSR and outcome variables.

Hypothesis 1 predicts a positive relationship between employee perception of the economic aspect of CSR and organizational identification. The relationship is positive and statistically significant for Nepalese sample ($\beta = 0.297$, $p < 0.001$) as well as for Thai sample ($\beta = 0.490$, $p < 0.001$). Therefore, hypothesis 1 is supported for Nepalese sample as well as Thai sample.

Hypothesis 20a predicts that the relationships between employee perception of the economic aspect of CSR and organizational identification will be more positive in Thailand than in Nepal. Given that the value of β for Thai sample is higher than that of Nepalese sample, therefore, hypothesis 20a is supported.

Hypothesis 5 predicts a positive relationship between employee perception of the economic aspect of CSR and employee commitment. The relationship is positive and statistically significant for Nepalese sample ($\beta = 0.074$, $p = 0.008$) as well as for Thai sample ($\beta = 0.093$, $p = 0.015$). Therefore, hypothesis 5 is supported for Nepal sample as well as Thailand sample.

Hypothesis 20b predicts that the relationships between employee perception of the economic aspect of CSR and employee commitment will be more positive in Thailand than in Nepal. Given that the value of β for Thai sample is higher than that of Nepalese sample, therefore, hypothesis 20b is supported.

Hypothesis 9 predicts a positive relationship between employee perception of the economic aspect of CSR and job satisfaction. The relationship is positive and statistically significant for both Nepalese sample ($\beta = 0.281$, $p < 0.001$) and Thai sample ($\beta = 0.247$, $p < 0.001$). Therefore, hypothesis 5 is supported for Nepal sample as well as Thailand sample.

Hypothesis 20c predicts that the relationships between employee perception of the economic aspect of CSR and job satisfaction will be more positive in Thailand than in Nepal. Given that the value of β for Thai sample is higher than that of Nepalese sample, therefore, hypothesis 20c is supported.

Table 4.13 PLS Regression Results (Legal Aspect)

Variables	Nepal			Thailand		
	OI	COMMIT	SATISFY	OI	COMMIT	SATISFY
Hypothesized Variables						
LEGAL	0.394** (0.044)	0.159** (0.035)	0.310** (0.045)	0.498** (0.044)	0.136** (0.038)	0.299** (0.064)
Control Variables						
Tenure	0.068 (0.083)	-0.049 (0.055)	0.013 (0.059)	-0.015 (0.089)	-0.038 (0.039)	-0.164* (0.076)
Gender	-0.053 (0.043)	0.016 (0.026)	-0.007 (0.043)	-0.056 (0.046)	0.050* (0.023)	0.040 (0.039)
Age	-0.047 (0.086)	0.092* (0.053)	0.122* (0.056)	0.120* (0.072)	0.027 (0.037)	0.098 (0.080)
EDU	0.041 (0.045)	-0.011 (0.034)	-0.078* (0.037)	0.058 (0.046)	-0.022 (0.022)	0.040 (0.042)
ORGSIZE	-0.145** (0.042)	0.036 (0.029)	-0.078* (0.039)	-0.013 (0.042)	0.043* (0.023)	0.013 (0.046)
R-squared	0.197	0.648	0.442	0.284	0.758	0.315
Adjusted R-squared	0.186	0.641	0.432	0.273	0.753	0.302
No. of observations	423	423	423	389	389	389

Notes: 1. LEGAL=Legal CSR; OI=Organizational Identification;

COMMIT=Employee Commitment; SATISFY=Job Satisfaction; Tenure=Organizational Tenure; Gender= Gender of employees (Male= 1; Female= 0); Age= Age of employees; EDU= Level of Education; ORGSIZE= Organizational Size

2. ‘Standard Errors’ are reported in the parentheses

3. **, * indicates 0.1% and 5% significant level

Table 4.13 shows the results indicating the relationships between legal CSR and outcome variables.

Hypothesis 2 predicts a positive relationship between employee perception of the legal aspect of CSR and organizational identification. The relationship is positive and statistically significant for Nepalese sample ($\beta = 0.394$, $p < 0.001$) as well as for Thai sample ($\beta = 0.498$, $p < 0.001$). Therefore, hypothesis 2 is supported for Nepal sample as well as Thailand sample.

Hypothesis 21a predicts that the relationships between employee perception of the legal aspect of CSR and organizational identification will be more positive in Thailand than in Nepal. Given that the value of β for Thai sample is higher than that of Nepalese sample, therefore, hypothesis 21a is supported.

Hypothesis 6 predicts a positive relationship between employee perception of the legal aspect of CSR and employee commitment. The relationship is positive and statistically significant for Nepalese sample ($\beta = 0.159$, $p < 0.001$) as well as for Thai sample ($\beta = 0.136$, $p < 0.001$). Therefore, hypothesis 6 is supported for Nepal sample as well as Thailand sample.

Hypothesis 21b predicts that the relationships between employee' perception of the legal aspect of CSR and employee commitment will be more positive in Thailand than in Nepal. Given that the value of β for Thai sample is lower than that of Nepalese sample, therefore, hypothesis 21b is not supported.

Hypothesis 10 predicts a positive relationship between employee perception of the legal aspect of CSR and job satisfaction. The relationship is positive and statistically significant for both Nepalese sample ($\beta = 0.310$, $p < 0.001$) and Thai sample ($\beta = 0.299$, $p < 0.001$). Therefore, hypothesis 10 is supported for Nepal sample as well as Thailand sample.

Hypothesis 21c predicts that the relationships between employee perception of the legal aspect of CS and job satisfaction will be more positive in Thailand than in Nepal. Given that the value of β for Thai sample is lower than that of Nepalese sample, therefore, hypothesis 21c is not supported.

Table 4.14 PLS Regression Results (Ethical Aspect)

Variables	Nepal			Thailand		
	OI	COMMIT	SATISFY	OI	COMMIT	SATISFY
Hypothesized Variables						
ETHICS	0.538** (0.037)	0.187** (0.039)	0.295** (0.050)	0.555** (0.038)	0.120* (0.039)	0.327** (0.060)
Control Variables						
Tenure	0.024 (0.066)	-0.066 (0.051)	-0.020 (0.061)	0.017 (0.071)	-0.037 (0.037)	-0.152* (0.077)
Gender	-0.034 (0.037)	0.021 (0.025)	0.002 (0.044)	-0.043 (0.044)	0.053* (0.023)	0.045 (0.038)
Age	-0.027 (0.070)	0.107* (0.053)	0.160* (0.057)	0.101 (0.064)	0.031 (0.038)	0.097 (0.080)
EDU	0.049 (0.036)	-0.003 (0.034)	-0.061* (0.036)	0.064 (0.041)	-0.019 (0.022)	0.047 (0.041)
ORGSIZE	-0.145** (0.044)	0.025 (0.029)	-0.100* (0.039)	-0.026 (0.043)	0.042* (0.023)	0.007 (0.049)
R-squared	0.331	0.652	0.426	0.341	0.754	0.321
Adjusted R-squared	0.321	0.645	0.416	0.331	0.749	0.308
No. of observations	423	423	423	389	389	389

- Notes:** 1. ETHICS = Ethical CSR; OI=Organizational Identification; COMMIT=Employee Commitment; SATISFY=Job Satisfaction; Tenure= Organizational Tenure; Gender= Gender of employees (Male= 1; Female= 0); Age= Age of employees; EDU= Level of Education; ORGSIZE= Organizational Size
2. ‘Standard Errors’ are reported in the parentheses
3. **, * indicates 0.1% and 5% significant level

Table 4.14 reports the results indicating the relationships between the ethical CSR and outcome variables.

Hypothesis 3 predicts a positive relationship between employee perception of the ethical aspect of CSR and organizational identification. The relationship is positive and statistically significant for Nepalese sample ($\beta = 0.538$, $p < 0.001$) as well as for Thai sample ($\beta = 0.555$, $p < 0.001$). Therefore, hypothesis 3 is supported for Nepal sample as well as Thailand sample.

Hypothesis 22a predicts that the relationships between employee perception of the ethical aspect of CSR and organizational identification will be more positive in Thailand than in Nepal. Given that the value of β for Thai sample is higher than that of Nepalese sample, therefore, hypothesis 22a is supported.

Hypothesis 7 predicts a positive relationship between employee perception of the ethical aspect of CSR and employee commitment. The relationship is positive and statistically significant for Nepalese sample ($\beta = 0.187$, $p < 0.001$) as well as for Thai sample ($\beta = 0.120$, $p < 0.001$). Therefore, hypothesis 7 is supported for both Nepal sample and Thailand sample.

Hypothesis 22b predicts that the relationships between employee perception of the ethical aspect of CSR and employee commitment will be more positive in Thailand than in Nepal. Given that the value of β for Thai sample is lower than that of Nepalese sample, therefore, hypothesis 22b is not supported.

Hypothesis 11 predicts a positive relationship between employee perception of the ethical aspect of CSR and job satisfaction. The relationship is positive and statistically significant for both Nepalese sample ($\beta = 0.295$, $p < 0.001$) and Thai sample ($\beta = 0.327$, $p < 0.001$). Therefore, hypothesis 11 is supported for both Nepal sample and Thai sample.

Hypothesis 22c predicts that the relationships between employee perception of the ethical aspect of CSR and job satisfaction will be more positive in Thailand than in Nepal. Given that the value of β for Thai sample is higher than that of Nepalese sample, therefore, hypothesis 22c is supported.

Table 4.15 PLS Regression Results (Discretionary Aspect)

Variables	Nepal			Thailand		
	OI	COMMIT	SATISFY	OI	COMMIT	SATISFY
Hypothesized Variables						
DISCRE	0.384** (0.037)	0.211** (0.034)	0.328** (0.040)	0.632** (0.036)	0.172** (0.049)	0.321** (0.074)
Control Variables						
Tenure	0.122 (0.078)	-0.014 (0.051)	0.062 (0.069)	-0.008 (0.076)	-0.042 (0.038)	-0.181* (0.077)
Gender	-0.037 (0.044)	0.024 (0.025)	0.006 (0.043)	-0.064 (0.044)	0.046* (0.024)	0.032 (0.040)
Age	-0.069 (0.084)	0.071 (0.052)	0.096 (0.062)	0.137* (0.067)	0.044 (0.043)	0.134 (0.084)
EDU	0.098* (0.045)	0.014 (0.034)	-0.031 (0.036)	0.016 (0.037)	-0.029 (0.022)	0.028 (0.043)
ORGSIZE	-0.181** (0.043)	0.018 (0.028)	-0.106* (0.038)	-0.058* (0.035)	0.032 (0.023)	-0.005 (0.045)
R-squared	0.196	0.662	0.454	0.428	0.761	0.309
Adjusted R-squared	0.185	0.655	0.445	0.419	0.756	0.296
No. of observations	423	423	423	389	389	389

- Notes:** 1. DISCRE=Discretionary CSR; OI=Organizational Identification; COMMIT=Employee Commitment; SATISFY=Job Satisfaction; Tenure=Organizational Tenure; Gender= Gender of employees (Male= 1; Female= 0); Age= Age of employees; EDU= Level of Education; ORGSIZE= Organizational Size
2. ‘Standard Errors’ are reported in the parentheses
3. **, * indicates 0.1% and 5% significant level

Table 4.15 shows the results indicating the relationships between the discretionary CSR and outcome variables.

Hypothesis 4 predicts a positive relationship between employee perception of the discretionary aspect of CSR and organizational identification. The relationship is positive and statistically significant for Nepalese sample ($\beta = 0.384$, $p < 0.001$) as well as for Thai sample ($\beta = 0.632$, $p < 0.001$). Therefore, hypothesis 4 is supported for both Nepal and Thailand samples.

Hypothesis 23a predicts that the relationships between employee perception of the discretionary aspect of CSR and organizational identification will be more positive in Thailand than in Nepal. Given that the value of β for Thai sample is higher than that of Nepalese sample, therefore, hypothesis 23a is supported.

Hypothesis 8 predicts a positive relationship between employee perception of the discretionary aspect of CSR and employee commitment. The relationship is positive and statistically significant for Nepalese sample ($\beta = 0.211$, $p < 0.001$) as well as for Thai sample ($\beta = 0.172$, $p < 0.001$). Therefore, hypothesis 8 is supported for both Nepal and Thailand samples.

Hypothesis 23b predicts that the relationships between employee perception of the discretionary aspect of CSR and employee commitment will be more positive in Thailand than in Nepal. Given that the value of β for Thai sample is lower than that of Nepalese sample, therefore, hypothesis 23b is not supported.

Hypothesis 12 predicts a positive relationship between employee perception of the discretionary aspect of CSR and job satisfaction. The relationship is positive and statistically significant for both Nepalese sample ($\beta = 0.328$, $p < 0.001$) and Thai sample ($\beta = 0.321$, $p < 0.001$). Therefore, hypothesis 12 is supported for both Nepal and Thailand samples.

Hypothesis 23c predicts that the relationships between employee perception of the discretionary aspect of CSR and job satisfaction will be more positive in Thailand than in Nepal. Given that the value of β for Thai sample is lower than that of Nepalese sample, therefore, hypothesis 23b is not supported.

Table 4.16 shows the results indicating the relationships of organizational identification with employee commitment and job satisfaction.

Table 4.16 PLS Regression Results (Organizational Identification)

Variables	Nepal		Thailand	
	COMMIT	SATISFY	COMMIT	SATISFY
Hypothesized Variables				
OI	0.655** (0.027)	0.547** (0.038)	0.681** (0.036)	0.470** (0.047)
Control Variables				
Tenure	-0.077 (0.064)	-0.023 (0.071)	-0.186* (0.069)	-0.222* (0.084)
Gender	0.022 (0.033)	0.002 (0.044)	0.079* (0.034)	0.047 (0.041)
Age	0.219** (0.062)	0.199** (0.064)	0.130* (0.069)	0.146* (0.083)
EDU	-0.025 (0.043)	-0.057 (0.039)	0.010 (0.034)	0.050 (0.044)
ORGSIZE	-0.020 (0.033)	-0.101* (0.041)	0.070* (0.041)	0.033 (0.049)
R-squared	0.473	0.367	0.487	0.250
Adjusted R-squared	0.466	0.358	0.479	0.238
No. of observations	423	423	389	389

- Notes:**
1. OI=Organizational Identification; COMMIT=Employee Commitment; SATISFY=Job Satisfaction; Tenure= Organizational Tenure; Gender= Gender of employees (Male= 1; Female= 0); Age= Age of employees; EDU= Level of Education; ORGSIZE= Organizational Size
 2. 'Standard Errors' are reported in the parentheses
 3. **, * indicates 0.1% and 5% significant level

Hypothesis 13 predicts a positive relationship between organizational identification and employee commitment. The relationship is positive and statistically significant for Nepalese sample ($\beta=0.655$; $p<0.001$) as well as for Thai sample ($\beta=0.681$; $p<0.001$). Therefore, hypothesis 13 is strongly supported for Nepal sample and Thailand sample.

Hypothesis 14 predicts a positive relationship between organizational identification and job satisfaction. The relationship is positive and statistically significant for Nepalese sample ($\beta=0.547$; $p<0.001$) as well as for Thai sample ($\beta=0.470$; $p<0.001$). Therefore, hypothesis 14 is strongly supported for both Nepal and Thailand samples.

Table 4.17 shows the results indicating the relationships between job satisfaction and employee commitment.

Table 4.17 PLS Regression Results (Job Satisfaction)

Variables	Nepal	Thailand
	COMMIT	COMMIT
SATISFY	0.714** (0.025)	0.777** (0.024)
Tenure	-0.054 (0.056)	-0.060 (0.050)
Gender	0.007 (0.032)	0.024 (0.032)
Age	0.093* (0.053)	0.101* (0.048)
EDU	0.037 (0.040)	0.002 (0.030)
ORGSIZE	-0.002 (0.035)	0.053* (0.025)
R-squared	0.535	0.624
Adjusted R-squared	0.528	0.618
No. of observations	423	389

- Notes:** 1. COMMIT=Employee Commitment; SATISFY=Job Satisfaction; Tenure=Organizational Tenure; Gender= Gender of employees (Male= 1; Female= 0); Age= Age of employees; EDU= Level of Education; ORGSIZE= Organizational Size
2. ‘Standard Errors’ are reported in the parentheses
3. **, * indicates 0.1% and 5% significant level

Hypothesis 15 predicts a positive relationship between job satisfaction and employee commitment. The relationship is positive and statistically significant for Nepalese sample ($\beta=0.714$; $p<0.001$) as well as for Thai sample ($\beta=0.777$; $p<0.001$). Therefore, hypothesis 15 is strongly supported for Nepalese sample and Thai sample.

Table 4.18 shows the results indicating the mediating relationships between the employee perception of CSR aspects on employee commitment and job satisfaction by the mediating variable organizational identification. Along with the main hypotheses testing, Sobel test was used as recommended by Baron and Kenny (1986) to test the indirect effect between employee CSR perception and outcome variables. Sobel test provides an approximate significance test to examine the indirect effect on dependent variable by independent variable through mediator (Baron & Kenny, 1986).

Table 4.18 Mediating Effects

Paths	Sobel Test (Nepal)	Sobel Test (Thailand)
Mediating Effects		
Economic CSR → Organizational Identification → Employee Commitment	-1.210	1.992*
Economic CSR → Organizational Identification → Job Satisfaction	-1.206	1.567
Legal CSR → Organizational Identification → Employee Commitment	0.648	-0.171
Legal CSR → Organizational Identification → Job Satisfaction	0.647	-0.171
Ethical CSR → Organizational Identification → Employee Commitment	5.338**	2.901*
Ethical CSR → Organizational Identification → Job Satisfaction	5.066*	1.911
Discretionary CSR → Organizational Identification → Employee Commitment	2.435**	3.908**
Discretionary CSR → Organizational Identification → Job Satisfaction	2.408*	2.130*

Notes: 1. **, * indicates 0.1% and 5% significant level

2. Two-tailed probability

Hypothesis 16a predicts that the positive associations between employee perception of the economic aspect of CSR and employee commitment will be mediated by organizational identification. This hypothesis is not supported for Nepal ($t=-1.210$; $p=0.227$) but supported for Thailand ($t=1.992$; $p=0.046$).

Hypothesis 16b predicts that the positive associations between employee perception of the economic aspect of CSR and job satisfaction will be mediated by organizational identification. This hypothesis is not supported for both Nepal ($t = -1.206$; $p = 0.228$) and Thailand ($t = 1.567$; $p = 0.117$).

Hypothesis 17a predicts that the positive associations between employee perception of the legal aspect of CSR and employee commitment will be mediated by organizational identification. This hypothesis is not supported for both Nepal ($t = -0.648$; $p = 0.517$) and Thailand ($t = -0.171$; $p = 0.864$).

Hypothesis 17b predicts that the positive associations between employee perception of the legal aspect of CSR and job satisfaction will be mediated by organizational identification. This hypothesis is not supported for both Nepal ($t = -0.647$; $p = 0.518$) and Thailand ($t = -0.171$; $p = 0.865$).

Hypothesis 18a predicts that the positive associations between employee perception of the ethical aspect of CSR and employee commitment will be mediated by organizational identification. This hypothesis is supported for both Nepal ($t = 5.338$; $p < 0.001$) and Thailand ($t = 2.901$; $p = 0.004$).

Hypothesis 18b predicts that the positive associations between employee perception of the ethical aspect of CSR and job satisfaction will be mediated by organizational identification. This hypothesis is supported for Nepal ($t = 2.435$; $p = 0.015$) but not supported for Thailand ($t = 1.911$; $p = 0.056$).

Hypothesis 19a predicts that the positive associations between employee perception of the discretionary aspect of CSR and employee commitment will be mediated by organizational identification. This hypothesis is supported for both Nepal ($t = 5.338$; $p < 0.001$) and Thailand ($t = 3.908$; $p < 0.001$).

Hypothesis 19b predicts that the positive associations between employee perception of the discretionary aspect of CSR and job satisfaction will be mediated by organizational identification. This hypothesis is supported for both Nepal ($t = 2.408$; $p = 0.016$) and Thailand ($t = 2.130$; $p = 0.033$).

Summary of the overall hypotheses is presented in table 4.19 below:

Table 4.19 Summary of Research Hypotheses

Hypotheses	Prediction	Supported	
		Nepal	Thailand
H1	Employee perception of the economic aspect of CSR is positively related to organizational identification.	Yes	Yes
H2	Employee perception of the legal aspect of CSR is positively related to organizational identification.	Yes	Yes
H3	Employee perception of the ethical aspect of CSR is positively related to organizational identification.	Yes	Yes
H4	Employee perception of the discretionary aspect of CSR is positively related to organizational identification.	Yes	Yes
H5	Employee perception of the economic aspect of CSR is positively related to employee commitment.	Yes	Yes
H6	Employee perception of the legal aspect of CSR is positively related to employee commitment.	Yes	Yes
H7	Employee perception of the ethical aspect of CSR is positively related to employee commitment.	Yes	Yes
H8	Employee perception of the discretionary aspect of CSR is positively related to employee commitment.	Yes	Yes
H9	Employee perception of the economic aspect of CSR is positively related to job satisfaction.	Yes	Yes
H10	Employee perception of the legal aspect of CSR is positively related to job satisfaction.	Yes	Yes
H11	Employee perception of the ethical aspect of CSR is positively related to job satisfaction.	Yes	Yes

Table 4.19 (Continued)

Hypotheses		Prediction	Supported	
			Nepal	Thailand
H12		Employee perception of the discretionary aspect of CSR is positively related to job satisfaction.	Yes	Yes
H13		Organizational identification is positively related to employee commitment.	Yes	Yes
H14		Organizational identification is positively related to job satisfaction.	Yes	Yes
H15		Job satisfaction is positively related to employee commitment.	Yes	Yes
H16	H_{16a}	The positive associations between employee perception of the economic aspect of CSR and employee commitment will be mediated by organizational identification.	Yes	No
	H_{16b}	The positive associations between employee perception of the economic aspect of CSR and job satisfaction will be mediated by organizational identification.	No	No
H17	H_{17a}	The positive associations between employee perception of the legal aspect of CSR and employee commitment will be mediated by organizational identification.	No	No
	H_{17b}	The positive associations between employee perception of the legal aspect of CSR and job satisfaction will be mediated by organizational identification.	No	No
H18	H_{18a}	The positive associations between employee perception of the ethical aspect of CSR and employee commitment will be mediated by organizational identification.	Yes	Yes
	H_{18b}	The positive associations between employee perception of the ethical aspect of CSR and job satisfaction will be mediated by organizational identification.	Yes	No

Table 4.19 (Continued)

Hypotheses			Supported	
			Nepal	Thailand
H19	H_{19a}	The positive associations between employee perception of the discretionary aspect of CSR and employee commitment will be mediated by organizational identification.	Yes	Yes
	H_{19b}	The positive associations between employee perception of the discretionary aspect of CSR and job satisfaction will be mediated by organizational identification.	Yes	Yes
H20	H_{20a}	The relationships between employee perception of the economic aspect of CSR and organizational identification will be more positive in Thailand than in Nepal.		Yes
	H_{20b}	The relationships between employee perception of the economic aspect of CSR and employee commitment will be more positive in Thailand than in Nepal.		Yes
	H_{20c}	The relationships between employee perception of the economic aspect of CSR and job satisfaction will be more positive in Thailand than in Nepal.		Yes
H21	H_{21a}	The relationships between employee perception of the legal aspect of CSR and organizational identification will be more positive in Thailand than in Nepal.		Yes
	H_{21b}	The relationships between employee perception of the legal aspect of CSR and employee commitment will be more positive in Thailand than in Nepal.		No
	H_{21c}	The relationships between employee perception of the legal aspect of CSR and job satisfaction will be more positive in Thailand than in Nepal.		No

Table 4.19 (Continued)

Hypotheses			Prediction		Supported	
					Nepal	Thailand
H22	H_{22a}	The relationships between employee perception of the ethical aspect of CSR and organizational identification will be more positive in Thailand than in Nepal.			Yes	
	H_{22b}	The relationships between employee perception of the ethical aspect of CSR and employee commitment will be more positive in Thailand than in Nepal.			No	
	H_{22c}	The relationships between employee perception of the ethical aspect of CSR and job satisfaction will be more positive in Thailand than in Nepal.			Yes	
H23	H_{23a}	The relationships between employee perception of the discretionary aspect of CSR and organizational identification will be more positive in Thailand than in Nepal.			Yes	
	H_{23b}	The relationships between employee perception of the discretionary aspect of CSR and employee commitment will be more positive in Thailand than in Nepal.			No	
	H_{23c}	The relationships between employee perception of the discretionary aspect of CSR and job satisfaction will be more positive in Thailand than in Nepal.			No	

The overall result showed that bank employee perception of each aspect of CSR and job outcomes is positive and statistically significant for both Nepal sample and Thailand sample. The results also showed that job outcomes are also positively and significantly associated with each other as predicted. However, the mediating effecting of organizational identification showed that not all association between bank employee CSR perception and job outcomes is mediated by organizational

identification. With regards to comparison between bank employee CSR perception and job outcomes, the result showed that employees' CSR perception and job outcomes is higher for Thailand sample for most aspects of CSR than for Nepal sample.

4.4 Alternative Model

Alternative model is developed in order to address the issue about high correlation among CSR aspects in the proposed model. The correlation among all four CSR aspects (economic, legal, ethical and discretionary) in the correlation tables (Table 4.6 and 4.7) of both Thai and Nepalese samples shows a high correlation among the CSR aspects. Similarly, the discriminant validity test for Thai sample (Table 4.9) shows that the correlation between legal CSR and ethical CSR is slightly higher than the square root of AVE for ethical CSR; referring that there seems to be higher correlation among legal CSR and ethical CSR. Hence, an alternative model was proposed for analysis taking CSR as a second-order latent variable composed of economic CSR, legal CSR, ethical CSR and discretionary CSR. A second-order latent variable is one that involves the first-order latent variables as indicators (Ping, 2007). The scores of latent variable that were found in first step would be taken as the indicators of a new latent variable known as second-order latent variable (Kock & Lynn, 2012). In order to create a second-order latent variable for CSR, a set of factor scores that were calculated from first-order latent variables (Economic CSR, Legal CSR, Ethical CSR and Discretionary CSR) are used as indicators of second-order latent variable of the overall CSR. The advantage of using a second-order latent variable is that it is likely to lessen the collinearity of the original model (Kock & Lynn, 2012). The results from factor loadings, reliability tests, and AVE suggested that a combined single measure of CSR displayed satisfactory level of reliability, full VIF, convergent validity, and discriminant validity. These results are presented in Table 4.20.

Table 4.20 Convergent Validity, Reliability and Multicollinearity

	Nepal	Thailand
	CSR	CSR
ECO	0.814	0.810
LEGAL	0.866	0.895
ETHICS	0.865	0.893
DISCRE	0.780	0.787
Cronbach's alpha (α)	0.851	0.868
Composite reliability	0.900	0.911
Full VIF	1.860	2.248

Note: CSR= second-order latent variable of CSR (ECO, LEGAL, ETHICS, DISCRE) ; ECO=Economic CSR; LEGAL=Legal CSR; ETHICS = Ethical CSR; DISCRE=Discretionary CSR

The results from convergent validity test for both Nepal and Thailand showed that the loadings for indicators are greater than 0.50. The value of cronbach's alpha and composite reliability shows that all the variables have satisfactory level of reliability as the value of variables are above 0.7 for both Nepal and Thailand using a second-order latent variable of CSR. Similarly, full VIF is also below the critical value of 3.3 which is satisfactory.

Table 4.21 and 4.22 shows the test of discriminant validity for Nepalese sample and Thai sample respectively. The tests showed that the requirement for discriminant validity are satisfactory for both Nepalese sample and Thai sample when a second-order latent variable of CSR was taken; as each latent variable's AVE is higher than the latent variable's greatest squared correlation with any other latent variables.

Table 4.21 Discriminant Validity (Variable Correlations and AVE) (NEPAL)

	CSR	OI	COMMIT	SATISFY	TENURE	GENDER	AGE	EDU	ORGSIZE
CSR	(0.832)								
OI	0.508**	(0.755)							
COMMIT	0.637**	0.668**	(0.728)						
SATISFY	0.606**	0.575**	0.727**	(0.853)					
TENURE	0.098*	0.066	0.135*	0.151*	(1.000)				
GENDER	0.026	(1.000)	0.042	0.027	0.106*	(1.000)			
AGE	0.187**	0.078	0.204**	0.199**	0.792**	0.188**	(1.000)		
EDU	0.084	0.096	0.087	0.047	0.188**	0.115*	0.283**	(1.000)	
ORGSIZE	-0.136*	-0.195**	-0.136*	-0.192**	0.096*	-0.045	0.091	0.008	(1.000)

Notes: 1. Square root of AVEs are reported in parentheses

2. CSR= second-order latent variable of CSR, OI=Organizational Identification; COMMIT=Employee Commitment; SATISFY=Job Satisfaction; Tenure= Organizational Tenure; Gender= Gender of employees (Male= 1; Female= 0); Age= Age of employees; EDU= Level of Education; ORGSIZE= Organizational Size

3. **, * indicates 0.1% and 5% significant level

Table 4.22 Discriminant Validity (Variable Correlations and AVE) (THAILAND)

	CSR	OI	COMMIT	SATISFY	TENURE	GENDER	AGE	EDU	ORGSIZE
CSR	(0.848)								
OI	0.649**	(0.721)							
COMMIT	0.695**	0.684**	(0.751)						
SATISFY	0.566**	0.479**	0.786**	(0.839)					
TENURE	-0.019	0.088	-0.004	-0.042	(1.000)				
GENDER	0.015	-0.028	0.054	0.031	0.129*	(1.000)			
AGE	0.078	0.163*	0.093	0.055	0.835**	0.138*	(1.000)		
EDU	0.127*	0.135*	0.101*	0.101*	0.204**	0.137*	0.296**	(1.000)	
ORGSIZE	0.082	-0.017	0.040	-0.002	0.022	-0.011	-0.093	-0.164*	(1.000)

Notes: 1. Square root of AVEs are reported in parentheses

2. CSR= second-order latent variable of CSR; OI=Organizational Identification; COMMIT=Employee Commitment; SATISFY=Job Satisfaction; Tenure= Organizational Tenure; Gender= Gender of employees (Male= 1; Female= 0); Age= Age of employees; EDU= Level of Education; ORGSIZE= Organizational Size

3. **, * indicates 0.1% and 5% significant level

The PLS regression results for CSR as a second-order latent variable is presented in table 4.23:

Table 4.23 PLS Regression Results (CSR as Second-Order Latent Variable)

Variables	Nepal			Thailand		
	OI	COMMIT	SATISFY	OI	COMMIT	SATISFY
<i>Hypothesized Variables</i>						
CSR	0.492** (0.035)	0.221** (0.035)	0.401** (0.042)	0.648** 0.032	0.194** 0.051	0.425** 0.069
<i>Control variables</i>						
Tenure	0.089 (0.076)	-0.038 (0.053)	0.033 (0.056)	0.047 0.068	-0.028 0.037	-0.134* 0.073
Gender	-0.036 (0.040)	0.022 (0.025)	0.004 (0.043)	-0.057 0.040	0.047* 0.023	0.032 0.038
Age	-0.085 (0.081)	0.080 (0.053)	0.092* (0.054)	0.069 0.059	0.026 0.038	0.088 0.077
EDU	0.066* (0.039)	-0.000 (0.033)	-0.053 (0.034)	0.020 0.041	-0.028 0.021	0.025 0.042
ORGSIZE	-0.131** (0.042)	0.032 (0.028)	-0.080* (0.038)	-0.062 0.038	0.029 0.023	-0.018 0.044
R-squared	0.282	0.659	0.481	0.441	0.764	0.350
Adjusted R-squared	0.271	0.652	0.472	0.432	0.759	0.338
No. of observations	423	423	423	389	389	389

- Notes:** 1. Tenure= Organizational Tenure; Gender= Gender of employees (Male= 1; Female= 0); Age= Age of employees; EDU= Level of Education; ORGSIZE= Organizational Size
2. 'Standard Errors' are reported in the parentheses
3. **, * indicates 0.1% and 5% significant level

When all four CSR aspects were taken as a second-order latent variable, the relationship of employees' CSR perception to organizational identification, employee commitment and job satisfaction are found to be positive and significant for both Nepalese and Thai samples. The result also showed that the relationship between employee perception of CSR and organizational identification is higher in Thailand than in Nepal, given the value of β is higher for Thai sample than for Nepalese sample. Similarly, the result also showed that the relationship between employee perception of CSR and job satisfaction is higher in Thailand than in Nepal, given the value of β is higher for Thai sample than for Nepalese sample. However, the relationship between employee perception of CSR and employee commitment is slightly higher in Nepal than in Thailand as the value of β is lower for Thai sample than for Nepalese sample.

Overall the results from the alternative model are consistent with the results from the hypothesis testing of the main model. CSR as second-order latent variable also showed a positive and significant relationship with organizational identification, employee commitment and job satisfaction. Using CSR as a second-order latent variable showed the full VIFs are below 3.3 for both Nepal and Thailand samples which is better than the main model. It is also necessary to conduct discriminant validity test. Similarly, the issue of discriminant validity for Thai sample has been solved with the use of alternative model, in this AVE of each latent variable is higher as compared to the latent construct's greatest squared correlation with other latent variables. The alternative model also tends to enhance relationship between employee perception of CSR and organizational identification. This indicates that the alternative model may be more suitable model for analysis.

CHAPTER 5

DISCUSSION

This chapter discusses the results and key findings. The findings, along with the study's potential contributions, are discussed in relation to the existing literature.

5.1 Overview of Findings

CSR is a substance of strategic importance because it has the potential to impact the long-term advantages of a firm (Du et al., 2015). As the significance of CSR continues to grow in organizations, it is essential for managers to have a better understanding of the relationships employee CSR perception has with various aspects of job outcomes. Several studies investigated customer perception of CSR; however, employee CSR perception remains generally unexplored (Lee et al., 2013), especially within the banking industry. This study, based on stakeholder theory and social identity theory, thus tried to analyze bank employees' perceptions of the four aspects of CSR on organizational identification, employee commitment, and job satisfaction. Stakeholder theory suggests that the performance and survival of a corporation is dependent on the behaviors and attitudes of the individuals within the corporation (Roeck et al., 2014). This shows that employees' attitudes and behaviors are crucial for the sustainability of any bank. As outlined by social identity theory, employees get feelings of satisfaction and identity by being affiliated with organizations that have valued features (Esmaeelinezhad, Boerhannoeddin, & Singaravelloo, 2015a). Employees are more likely to respond to the organization when they notice CSR undertakings directed towards them, such as ethical and discretionary undertakings (Esmaeelinezhad et al., 2015a).

The findings show that many of the hypotheses were supported, whereas a few others were not supported. Out of the 35 hypotheses, 12 hypotheses predicted the relationship between each aspect of CSR. Outcome variables and all 12 hypotheses

were supported for both Nepal and Thailand. Similarly, among the 35 hypotheses, three hypotheses predicted the relationship between outcome variables and all three hypotheses were supported for both Nepal and Thailand. Eight hypotheses out of the 35 hypotheses predicted the relationship between each aspect of CSR and outcome variables via the mediating effect of organizational identification; among these eight, five hypotheses were supported for Nepal and three hypotheses were supported for Thailand. Twelve hypotheses out of the 35 total hypotheses predicted the comparative relationship between Nepal and Thailand, and among these 12 hypotheses, seven hypotheses were supported. Nevertheless, further investigation suggests that unsupported results may have occurred due to some specification issues. Apart from the analysis of the main model, an alternative model was also used for analysis using CSR as a second-order latent variable. The results from the analysis of the alternative model that combined all aspects of CSR into a second-order latent variable shows that all four aspects of CSR came together very well in one construct with satisfactory reliability and validity.

The results show that each aspect of CSR has a positive and significant relationship with organizational identification, employee commitment, and job satisfaction for bank employees of both Nepal and Thailand. Overall, the results of this study are consistent with the previous findings by Gaudencio, Coelho, and Ribeiro (2014), which showed that CSR is positively correlated with commitment. The results are compatible with the research that emphasized the importance of CSR and found that employees seem to use CSR practices to evaluate the character of their organization and choose whether to identify with it. The research also showed that employees associate positively with job satisfaction (Roeck et al., 2014). The findings by Gaudencio et al. (2014) also showed that CSR is positively correlated with commitment and innovative behavior from employees. This study is also in line with the study by Esmaeelinezhad et al. (2015a), which showed that philanthropic and ethical responsibility has a positive effect on outcome variables such as employee engagement. This reveals that bank employee CSR perception is essential for employees' senses of identification, commitment, and satisfaction towards their banks. However, the results of this study contradict the findings of Lee, Kim, Lee, and Li (2012), which showed that only ethical dimensions have significant influence on

job satisfaction. This shows that employee perception of CSR is not consistent in all environments.

The results regarding the association between outcome variables agree with previous studies. Başar and Basim (2015) suggested that there is a positive relationship between organizational identification and job satisfaction. In the same way, Reed et al. (2016) stated that the higher level of organizational identification an employee has, the more commitment that employee has to the organization. As predicted, the results showed that organizational identification has positive and significant relationships with employee commitment and job satisfaction in both Nepal and Thailand. This indicates that bank employees who have higher organizational identification with their banks tend to have higher levels of commitment and job satisfaction. Similarly, a positive and significant association between employee job satisfaction and employee commitment in both countries was shown. The results of this study also show that there is a positive and significant association between job satisfaction and employee commitment. These findings are in line with the research by Raina and Roebuck (2016), who found that a positive link exists between employee job satisfaction and level of commitment to an organization. It shows that if employees are satisfied with their jobs, their commitments to their banks become stronger.

Furthermore, organizational identification was used as a mediating variable to explain its indirect influence on the link between CSR perception and employee commitment and on the link between CSR perception and job satisfaction. The finding of this study show that, for some aspects of CSR, organizational identification helped indirectly to increase the positive relationships between CSR perception and employee commitment and between CSR perception and job satisfaction. This is because employees develop a sense of belonging with their banks through organizational identification. In particular, it can be said that employees develop organizational identification when they become aware of CSR activities implemented by their organizations. The findings from the analysis regarding the mediating effects of organizational identification on employee commitment and job satisfaction show that organizational identification mediates the positive link between employee perception of the economic aspect of CSR and employee commitment in the Nepalese

sample but not in the Thai sample. The positive association between employee perception of the economic aspect of CSR and job satisfaction is not mediated by organizational identification in either the Nepalese or Thai samples. Similarly, the positive associations between employee perception of the legal aspect of CSR and employee commitment and between employee perception of the legal aspect of CSR and job satisfaction are not mediated by organizational identification in either the Nepalese or Thai samples. The results further show that the positive association between employee perception of the ethical aspect of CSR and employee commitment is mediated by organizational identification in both the Nepalese and Thai samples.

The positive association between employee perception of the ethical aspect of CSR and job satisfaction is mediated by organizational identification in the Nepalese sample. These findings are in line with the research done by Carmeli, Gilat, and Waldman (2007), which showed that CSR perception positively impacts organizational identification, which then has an influence on job performance. The positive association between employee perception of the ethical aspect of CSR and job satisfaction is not mediated by organizational identification in the Thai sample. This may be due to the fact that employees who identify themselves more with the organization tend to be more satisfied with the job despite other managerial concerns, such as low wages, mismanagement, and so on (Başar & Basim, 2015). This result also shows that the positive associations between employee perception of the discretionary aspect of CSR and employee commitment and between employee perception of the discretionary aspect of CSR and job satisfaction are mediated by organizational identification in both the Nepalese and Thai samples. Similarly, a study by Roeck et al. (2014) also showed that organizational identification mediated the relationship between perceived CSR and job satisfaction.

The comparison of the banking industries of Nepal and Thailand revealed a common perspective about CSR in both countries in terms of bank employee CSR perception and its influence on their job outcomes. However, the results show that the relationship between bank employee perception of CSR and job outcomes was slightly higher in Thailand for many aspects of CSR than in Nepal. Although the basic perspectives on sustainable development and social responsibility are similar, priorities differ according to values and the different levels of economic development

of the countries (Welford, 2004). Nepal is a low economy country, whereas, Thailand falls under the category of upper middle income (Central Intelligence Agency, 2016). The variation could be due to the fact that the more developed the nation, the higher will be the incidence of strategies in area of CSR (Welford, 2005). Higher relationship between bank employees' perception of CSR and job outcomes in Thailand for many aspects of CSR could be a result of difference in the economy level between Nepal and Thailand, because economic pressures can be dominant factor to influence the behavior (Abreu, Castro, Soares, & Filho, 2012). The results also showed that the relationship between few aspects of CSR and outcome variables were slightly higher in Nepal than in Thailand. The findings showed that bank employees' perception of the discretionary aspect had slightly lower influences on both employee commitment and job satisfaction in Thailand than it did in Nepal. This might be due to the fact that some CSR aspects have greater effect on individuals than other CSR aspects (Esmacelinezhad et al., 2015a). Low economy countries might give more priority to discretionary activities because CSR includes a commitment to improve the well-being of a community through discretionary business undertakings (Kotler & Lee, 2005). Similarly, bank employee perception of the legal aspect of CSR also had slightly lower influences on commitment and satisfaction in Thailand than in Nepal. These influences might be low in Thailand compared to Nepal because the employees in Thailand might view compliance with the legal aspect of CSR as mandatory. Employees consider their organizations' compliance to legal CSR as mandatory (Lee et al., 2012). This shows that the legal aspect of CSR is perceived as slightly more important by the bank employees of low economy countries as compared to the bank employees' of high economy countries.

CHAPTER 6

CONCLUSION

The main objective of this chapter is to summarize the overall research. This chapter begins with a brief summary of the study, followed by a discussion of the research limitations, and then by suggestions for practical implications for bank managers and policy makers. Finally, some directions for future research are recommended.

6.1 Summary

Even though CSR has been a widely discussed topic, studies on employee perceptions of CSR are still rare, especially in the context of Asian and low economy Asian countries. In an attempt to fill this research gap, this study was conducted in Nepal and Thailand in order to provide some evidence on whether employee perception of CSR has significant associations with job outcomes. The main prediction of this research was that employee perception of CSR would have positive relationships with organizational identification, employee commitment, and job satisfaction in the context of both Nepal and Thailand. The PLS regression analysis supported this overall prediction for both Nepal and Thailand. The findings showed that there are positive and significant relationships between bank employee CSR perception and organizational identification, employee commitment, and job satisfaction in both Nepal and Thailand. The analysis also found that, compared to Nepal, employee perception of CSR in Thailand, was higher for some CSR aspects, suggesting that economic development plays an important role in employee CSR perception. Furthermore, the analysis showed that organizational identification can also help to mediate the positive relationships between employee CSR perception and job outcomes for some CSR aspects. The overall results from this study confirm the importance of employee CSR perception on their job outcomes. This contribution is

useful for CSR research from employees' perspectives, which is still in a developing stage. This study also helps the CSR research field by contributing one of the few CSR surveys conducted in Asian countries and by providing evidence from two different countries.

6.2 Research Limitations

Although this study can make several contributions, there are a number of limitations that need to be taken into consideration. First of all, the study is limited to the banking industry, surveyed the employees of only a few banks, and chose for analysis only banks listed on the national stock exchanges of Nepal and Thailand, meaning that the data presented may not be representative of the entire banking industry. Since the samples were drawn from only a few banks listed on the national stock exchanges, the analysis may be susceptible to sampling frame error and the generalizability of the findings may be limited. Second, the findings of the study are based on the perception of the bank employees. Because of this, an exact measurement of the concepts may not be possible. Even though some argue that self-reported measures constitute one of the most useful and valid data sources for measuring individual perceptions (Roeck et al., 2014), these measures may involve subjective bias from the respondents. Third, this study employed a cross-sectional survey design; the use of a longitudinal research design, however, could have explained the relationships in better ways. Finally, some significant differences might be explained by variables others than those employed in this study.

6.3 Theoretical Implications

Overall, the results from this research contribute to previously conducted research on the relationships between CSR and job outcomes in several areas. This research offers additional evidence to support the role of CSR implemented by firms and helps to explain some of the positive work attitudes of employees in the banking industry, which is an industry lacking extensive related CSR research. As less attention has been given to employees' perspectives on CSR, especially in the context

of Asian countries, this research targeted samples of employees from Nepal and Thailand, which are two Asian countries where CSR research has not been previously performed. Given that most CSR research has been conducted in Western countries, where CSR tends to be more developed and widely implemented compared to Asian countries (Lee, Kim, Lee, & Li, 2012), the findings of this study embody some of the only evidence regarding the relationships between CSR activities and positive work attitudes of employees in Nepal and Thailand. More importantly, this research advances prior studies in this area by incorporating employee samples from two countries that differ significantly in terms of economic wealth. The results indicate that CSR perception's influence on job outcomes was less positive for many CSR aspects in a less developed country (Nepal) compared to a more developed country (Thailand).

6.4 Managerial Implications

In any organization, human resources is a vital area for building and maintaining competitive advantage. This study offers some significant implications for managers in the banking industry that are seeking to nurture the human resources of their banks through CSR programs. One of the vital implications for bank managers, according to the findings of this study, is that devoting resources to CSR undertakings has many advantages. More specifically, employee CSR perception has significant relationships with organizational identification, employee commitment, and job satisfaction. The findings show that the bank employees who tend to have higher CSR perception tend to report higher levels of identification, commitment, and satisfaction with their banks, both in Nepal and Thailand. The findings also suggest that bank managers should consider all aspects of CSR with equal importance. To maximize their returns from investments in CSR activities, organizations may need to consider various CSR dimensions when they make decisions concerning resource allocation or strategic planning, (Lee et al., 2012).

In particular, the results regarding the links between CSR perception and positive work attitudes suggest that bank managers can enhance employee motivation through CSR programs. Believing that such organizations offer them more chances

for personal growth, employees desire to work for organizations that are socially responsible (Bhattacharya, Sen, & Korschun, 2008). CSR creates enduring and strong relationships between the employees and their respective organizations (Roeck et al., 2014). Therefore, bank managers should focus on CSR activities if they want to have committed and satisfied employees. For example, banks may consider participating in environmentally friendly and sustainable practices or contributing to some charitable initiatives in their local communities. Banks might consider developing safety rules, instituting codes of ethical conduct, providing sufficient benefits, and doing more to promote the welfare of their employees. In addition, managers should encourage employees to participate in CSR initiatives in order to foster higher levels of employee identification with their organizations (Newman, Nielsen, & Miao, 2015).

However, considering the results showing that, for most aspects of CSR, the relationships between CSR perception and positive work attitudes was significantly higher in Thailand compared to Nepal, these results suggest that a country's level of economic development can be a significant factor for determining the relationships between employee CSR perception and job outcomes. This finding can be explained by prior research, which showed that higher income levels correspond to more positive views of CSR activities and that higher-income groups tend to be more supportive of organizations' CSR practices (Tian, Wang, & Yang, 2011). The bank employees in Nepal have low income levels compared to bank employees in Thailand; thus, management also needs to be concerned about the income levels of their employees.

6.5 Recommendations for Future Research

Since CSR in the Asian context has not been explored much, there is a need for additional research in this area. Future research can apply the CSR concept to investigate whether it can explain some other work attitudes of employees, such as their leave intentions, interactions with clients, and employee motivation levels for work. This study only employed a cross-sectional survey design; hence, future research can use longitudinal research designs to explain the relationships in a better way, as the practice of using longitudinal research designs is still uncommon in CSR

research (Roeck et al., 2014). Because this study examined the relationships between employee CSR perception and job outcomes only for non-managerial bank employees, researchers should consider conducting future studies by interviewing managers to investigate their perspectives on CSR. Such qualitative research might offer additional insights into the subject matter under study. This research used the economic aspect for the comparison of employee CSR perception and future research may adopt other aspects for comparisons between two nations. For example, future research may do comparative studies on the basis of culture or religion. Another area that future researchers might explore is how CSR training and development programs affect employee perception of CSR. For example, a study that investigates the relationships between CSR training and development programs and employee CSR perception to provide additional insights into how CSR training and development programs can influence employee CSR perception would be valuable. Finally, future studies regarding employee CSR perception should be conducted in as many nations as possible in order to investigate whether employee CSR perception and its links to outcome variables are valid in other contexts.

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APPENDICES

APPENDIX A

DATA COLLECTION LETTER



No. 0526.14/00052

International College
National Institute of Development Administration
Klongchan Bangkok Bangkok 1024

July 1, 2016

Re: Request for data collection from your bank

Dear Sir/Madam,

This letter confirms that Ms. Manuja Koirala is a Ph.D. candidate at the International College of National Institute of Development Administration, Thailand. Her dissertation title is "The Roles of Corporate CSR Perception on Employee Organizational Identification, Employee Commitment, and Job Satisfaction: A Comparative Analysis between Thai and Nepal Bank Employees." The dissertation is part of the academic program and a partial fulfillment of the required degree.

We shall feel much obliged and remain grateful to you if you kindly supply the necessary information/ data to the student as needed. The information collected will be kept as highly confidential and used purely for academic purpose.

Looking forward to your positive response.

Sincerely,

A handwritten signature in blue ink, appearing to read "Pi-boon Puriveth".

Assoc.Prof.Dr. Pi-boon Puriveth
Dean, International College
National Institute of Development Administration

International College
Tel. +66 2 727 3526
Fax. +66 2 375 2483

APPENDIX B

COVER LETTER

Dear Participant:

I would like to request you to participate in a research study entitled ‘The Roles of Corporate CSR Perception on Employee Organizational Identification, Employee Commitment and Job Satisfaction: A Comparative Analysis between Thai and Nepal Bank Employees.’ I am a PhD in Management candidate at International College of National Institute of Development Administration at Bangkok, Thailand. The objective is to provide valuable information to the banks in order to better understand the employees’ CSR perception about their organization and its relative influence on their job outcomes. Your support will help to provide valuable information to increase our understanding regarding this aspect.

The survey has been approved by the committee of International College of National Institute of Development Administration and will be conducted with the help of questionnaire. Your participation is entirely voluntarily. It will take approximately 10 minutes to complete the survey. It does not collect any identifying information of any respondent and has no any risks associated with participating in this study. All the information will remain anonymous and confidential. For this purpose, each completed questionnaire will be coded with a number and cumulative data will be only used for the analysis and interpretation, so that the individual responses will not be identified.

I look forward to your participation and would like to thank you for your valuable time and support for my educational endeavor.

Best Regards,
Manuja Koirala

APPENDIX C

QUESTIONNAIRE SURVEY (ENGLISH)

The entire process of responding to the following questions will take about 10 minutes of your valuable time. The questions do only indicate your opinion and do not have any right or wrong answers.

The data collected for this study will only be used for academic purpose; strict confidence and anonymity will be kept for the data collected.

SECTION A BACKGROUND INFORMATION

1. Gender ☐ Male ☐ Female

2. Your current age _____ years

3. Name of Bank _____

4. Department you work
 - ☐ Credit Department
 - ☐ Cash Department
 - ☐ Finance Department
 - ☐ Remittance Department
 - ☐ Human Resource Department
 - ☐ Legal Department
 - ☐ Card Department

5. Your work experience at current bank _____ years

6. Academic qualification

- ☐ Primary
- ☐ Secondary
- ☐ Bachelor's Degree
- ☐ Master's Degree
- ☐ Above Masters

7. Your position in organization

- ☐ Top Level
- ☐ Upper Middle Level
- ☐ Middle Level
- ☐ Lower Middle Level
- ☐ Junior Level

8. Income Range

- ☐ 0- Rs.15,000
- ☐ Rs.15,000- Rs.30,000
- ☐ Rs.30,000-Rs.45,000
- ☐ Rs.45,000-Rs.60,000
- ☐ Rs.60,000-Rs.75,000
- ☐ Rs.75,000-Rs.90,000

For each statement, please mark the number that indicates your agreement or disagreement about how it describes your perception towards economic aspect of your bank:

1. The bank has been successful at maximizing its profits.

Strongly disagree (1) (2) (3) (4) (5) Strongly agree

2. The bank strives to lower its operating costs.

Strongly disagree (1) (2) (3) (4) (5) Strongly agree

3. The bank closely monitors employees' productivity.

Strongly disagree (1) (2) (3) (4) (5) Strongly agree

4. Top management establishes long-term strategies for the business of the bank.

Strongly disagree (1) (2) (3) (4) (5) Strongly agree

For each statement, please mark the number that indicates your agreement or disagreement about how it describes your perception towards legal aspect of your bank:

5. The bank seeks to comply with environmental laws.

Strongly disagree (1) (2) (3) (4) (5) Strongly agree

6. All the bank's products and services meet legal standards.

Strongly disagree (1) (2) (3) (4) (5) Strongly agree

7. The contractual obligations are always honored by the bank.

Strongly disagree (1) (2) (3) (4) (5) Strongly agree

8. The managers of this bank try to comply with the law.

Strongly disagree (1) (2) (3) (4) (5) Strongly agree

9. The bank seeks to comply with all laws regulating hiring and employee benefits.

Strongly disagree (1) (2) (3) (4) (5) Strongly agree

10. The bank has programs that encourage the diversity of workforce (in terms of age, gender or race).

Strongly disagree (1) (2) (3) (4) (5) Strongly agree

11. Internal policies prevent discrimination in employees' compensation and promotion.

Strongly disagree (1) (2) (3) (4) (5) Strongly agree

For each statement, please mark the number that indicates your agreement or disagreement about how it describes your perception towards ethical aspect of your bank:

12. The bank has a comprehensive code of conduct.

Strongly disagree (1) (2) (3) (4) (5) Strongly agree

13. Members of the bank follow professional standards.

Strongly disagree (1) (2) (3) (4) (5) Strongly agree

14. The top managers of the bank monitor the potential negative impacts of our activities on the community.

Strongly disagree (1) (2) (3) (4) (5) Strongly agree

15. My bank is recognized as a trustworthy bank.

Strongly disagree (1) (2) (3) (4) (5) Strongly agree

16. Fairness toward co-workers and business partners is an integral part of our employee evaluation process.

Strongly disagree (1) (2) (3) (4) (5) Strongly agree

17. A confidential procedure is in place for employees to report any misconduct at work (such as steaking or sexual harassment).

Strongly disagree (1) (2) (3) (4) (5) Strongly agree

18. The bank assures employees provide full and accurate information to all customers.

Strongly disagree (1) (2) (3) (4) (5) Strongly agree

For each statement, please mark the number that indicates your agreement or disagreement about how it describes your perception towards discretionary aspect of your bank:

19. The salary offered by my bank is higher than industry averages.

Strongly disagree (1) (2) (3) (4) (5) Strongly agree

20. My bank supports employees who acquire additional education.

Strongly disagree (1) (2) (3) (4) (5) Strongly agree

21. My bank encourages employees to join civic organizations that support community.

Strongly disagree (1) (2) (3) (4) (5) Strongly agree

22. The flexible policies of my bank enable employees to better coordinate work and personal life.

Strongly disagree (1) (2) (3) (4) (5) Strongly agree

23. The bank gives adequate contributions to charities.

Strongly disagree (1) (2) (3) (4) (5) Strongly agree

24. A program is in place to reduce the amount of energy and materials wasted in my bank.

Strongly disagree (1) (2) (3) (4) (5) Strongly agree

25. The bank encourages partnerships with local businesses and schools.

Strongly disagree (1) (2) (3) (4) (5) Strongly agree

26. The bank supports local sports and cultural activities.

Strongly disagree (1) (2) (3) (4) (5) Strongly agree

For each statement, please mark the number that indicates your agreement or disagreement about how well you identify with your bank:

27. When someone criticizes my bank, it feels like a personal insult.

Strongly disagree (1) (2) (3) (4) (5) Strongly agree

28. I am very interested in what others think about my bank.

Strongly disagree (1) (2) (3) (4) (5) Strongly agree

29. When I talk about this bank, I usually say 'my' rather than 'they'.

Strongly disagree (1) (2) (3) (4) (5) Strongly agree

30. This bank's successes are my successes.

Strongly disagree (1) (2) (3) (4) (5) Strongly agree

31. When someone praises this bank, it feels like a personal compliment.

Strongly disagree (1) (2) (3) (4) (5) Strongly agree

32. If a story in the media criticized the bank, I would feel embarrassed.

Strongly disagree (1) (2) (3) (4) (5) Strongly agree

For each statement, please mark the number that indicates your agreement or disagreement about how it describes your commitment towards the bank:

33. I feel as though my future is intimately linked to that of this bank.

Strongly disagree (1) (2) (3) (4) (5) Strongly agree

34. I would be happy to make personal sacrifices if it were important for the business unit's well-being.

Strongly disagree (1) (2) (3) (4) (5) Strongly agree

35. The bonds between this bank and I are weak.

Strongly disagree (1) (2) (3) (4) (5) Strongly agree

36. In general, I am proud to work for this bank.

Strongly disagree (1) (2) (3) (4) (5) Strongly agree

37. I can go above and beyond the call of duty to ensure the well-being of this bank.

Strongly disagree (1) (2) (3) (4) (5) Strongly agree

38. I have little or no commitment to this bank.

Strongly disagree (1) (2) (3) (4) (5) Strongly agree

39. It is clear I am fond of this bank.

Strongly disagree (1) (2) (3) (4) (5) Strongly agree

For each statement, please mark the number that indicates your agreement or disagreement about the level of your job satisfaction with the bank:

40. All and all, I am satisfied with my job.

Strongly disagree (1) (2) (3) (4) (5) Strongly agree

41. In general, I like working at my bank.

Strongly disagree (1) (2) (3) (4) (5) Strongly agree

42. In general, I don't like my job.

Strongly disagree (1) (2) (3) (4) (5) Strongly agree

Thank you so much for your cooperation ☺

APPENDIX D

QUESTIONNAIRE SURVEY (THAI)

เรียนท่านผู้ตอบแบบสอบถาม

ดิฉันเป็นนักศึกษาหลักสูตรดุริยางค์และการจัดการ วิทยาลัยนานาชาติของสถาบันบัณฑิตพัฒนบริหารศาสตร์ดิฉันใคร่ขอความกรุณาท่าน (นิด้า) ช่วยตอบแบบสอบถามงานวิจัยในหัวข้อ“บทบาทของการรับรู้ CSR ที่มีต่อการบ่งชี้ความเป็นองค์กรของพนักงาน ความผูกพันต่อองค์กรของพนักงานและความพึงพอใจในการทำงาน: การศึกษาเปรียบเทียบระหว่างพนักงานธนาคารในประเทศไทยและประเทศเนปาล”

โดยวัตถุประสงค์ของการวิจัยในครั้งนี้ เพื่อจะนำเสนอข้อมูลที่เป็นประโยชน์แก่ธนาคารให้เกิดความเข้าใจที่ดีขึ้นต่อการรับรู้ทางด้าน CSR ของพนักงานเกี่ยวกับองค์กรและบทบาทที่มีอิทธิพลต่อผลลัพธ์ในการทำงาน ความร่วมมือของท่านในครั้งนี้จะช่วยให้ดิฉันนำข้อมูลที่มีค่านี้ไปสร้างความเข้าใจเกี่ยวกับเรื่องนี้ให้ดีขึ้น

การวิจัยในครั้งนี้ได้รับการอนุมัติจากคณะกรรมการวิทยาลัยนานาชาติของสถาบันบัณฑิตพัฒนบริหารศาสตร์ โดยขอให้ความร่วมมือในการตอบแบบสอบถามเป็นไปด้วยความสมัครใจของท่านเอง ท่านจะใช้เวลาประมาณ 10 นาที เพื่อตอบแบบสอบถามทั้งหมด ข้อมูลที่เกี่ยวข้องกับผู้ตอบแบบสอบถามในการวิจัยนี้จะเป็นความลับ แบบสอบถามที่ตอบเสร็จสมบูรณ์จะถูกเข้ารหัสเป็นตัวเลขเพื่อใช้ในการวิเคราะห์และแปลผล ดังนั้นจะไม่สามารถระบุข้อมูลเป็นรายบุคคลได้

ดิฉันหวังเป็นอย่างยิ่งว่าจะได้รับความร่วมมือจากท่าน และขอบคุณสำหรับเวลาที่มีค่าและการให้ความสนับสนุนต่อความพยายามในการศึกษาของดิฉัน

ขอขอบพระคุณค่ะ

นางสาวมานูจา คั้วราลา

Corporate Social Responsibility (CSR) หมายถึงความรับผิดชอบต่อสังคมและ สิ่งแวดล้อมขององค์กร ซึ่งคือการดำเนินกิจการภายใต้หลักจริยธรรมและการจัดการที่ดี

แบบสอบถาม

การตอบแบบสอบถามจะใช้เวลาประมาณ 10 นาที คำถามต่าง ๆ เป็นการแสดงความ
 คิดเห็นของท่านไม่มีคำตอบถูกหรือผิด ข้อมูลนี้จะถูกใช้เพื่อการศึกษาเท่านั้น ถือว่าเป็นความลับไม่
 มีการระบุผู้ตอบ และข้อมูลจะถูกใช้เพื่อการเก็บรวบรวมการวิจัย

ส่วนที่ 1 ข้อมูลส่วนตัว

1. เพศ ☐ ชาย ☐ หญิง
2. อายุ _____ ปี
3. ธนาคาร _____
4. แผนกที่ท่านทำงาน
 - ☐ แผนกเครดิต
 - ☐ แผนกเงินสด
 - ☐ แผนกการเงิน
 - ☐ แผนกโอนเงิน
 - ☐ แผนกบุคคล
 - ☐ แผนกกฎหมาย
 - ☐ แผนกบัตร
5. ท่านทำงานที่ธนาคารแห่งนี้มาแล้วประมาณกี่ปี _____ ปี
6. ระดับการศึกษา
 - ☐ ประถม
 - ☐ มัธยมศึกษา
 - ☐ ปริญญาตรี
 - ☐ ปริญญาโท
 - ☐ สูงกว่าระดับปริญญาโท

7. ตำแหน่งของท่านในองค์กร

- ☐ ระดับสูงสุด
- ☐ ระดับสูง
- ☐ ระดับกลาง
- ☐ ระดับกลางตอนต้น
- ☐ ระดับต้น

8. รายได้

- ☐ ต่ำกว่า 15,000 บาท
- ☐ มากกว่า 15,000 - 30,000 บาท
- ☐ มากกว่า 30,000-45,000 บาท
- ☐ มากกว่า 45,000-60,000 บาท
- ☐ มากกว่า 60,000-75,000 บาท
- ☐ มากกว่า 75,000-90,000 บาท

กรุณาเลือกตัวเลขในแต่ละข้อความที่แสดงความเห็นด้วยหรือไม่เห็นด้วยเกี่ยวกับการรับรู้ของท่านที่มีต่อมุมมองทางเศรษฐกิจของธนาคารที่ท่านทำงาน:

1. ธนาคารของท่านประสบความสำเร็จในการทำกำไรสูงสุด

ไม่เห็นด้วยอย่างยิ่ง (1) (2) (3) (4) (5) เห็นด้วยอย่างยิ่ง

2. ธนาคารของท่านมีความพยายามในการลดต้นทุนในการดำเนินงาน

ไม่เห็นด้วยอย่างยิ่ง (1) (2) (3) (4) (5) เห็นด้วยอย่างยิ่ง

3. ธนาคารของท่านเฝ้าสังเกตความสามารถในการผลิตผลงานของพนักงานอย่างใกล้ชิด

ไม่เห็นด้วยอย่างยิ่ง (1) (2) (3) (4) (5) เห็นด้วยอย่างยิ่ง

4. ผู้บริหารของธนาคารของท่านมีการวางแผนกลยุทธ์ทางธุรกิจระยะยาวให้ธนาคาร

ไม่เห็นด้วยอย่างยิ่ง (1) (2) (3) (4) (5) เห็นด้วยอย่างยิ่ง

กรุณาเลือกตัวเลขในแต่ละข้อความที่แสดงความคิดเห็นด้วยหรือไม่เห็นด้วยเกี่ยวกับการ
รับรู้ของท่านที่มีต่อมุมมองทางกฎหมายของธนาคาร:

5. ธนาคารของท่านปฏิบัติตามกฎหมายสิ่งแวดล้อม

ไม่เห็นด้วยอย่างยิ่ง (1) (2) (3) (4) (5) เห็นด้วยอย่างยิ่ง

6. ผลิตภัณฑ์และบริการของธนาคารของท่านทั้งหมดล้วนมีมาตรฐานตามกฎหมายกำหนด

ไม่เห็นด้วยอย่างยิ่ง (1) (2) (3) (4) (5) เห็นด้วยอย่างยิ่ง

7. ธนาคารของท่านให้ความสำคัญกับการปฏิบัติตามข้อสัญญาต่างๆ

ไม่เห็นด้วยอย่างยิ่ง (1) (2) (3) (4) (5) เห็นด้วยอย่างยิ่ง

8. ผู้จัดการของธนาคารแห่งนี้ปฏิบัติตามกฎหมายอย่างเคร่งครัด

ไม่เห็นด้วยอย่างยิ่ง (1) (2) (3) (4) (5) เห็นด้วยอย่างยิ่ง

9. ธนาคารของท่านปฏิบัติตามกฎหมายที่เกี่ยวข้องกับการว่าจ้างและผลประโยชน์ของพนักงาน

ไม่เห็นด้วยอย่างยิ่ง (1) (2) (3) (4) (5) เห็นด้วยอย่างยิ่ง

10. ธนาคารของท่านมีนโยบายไม่กีดกันด้าน อายุ เพศ เชื้อชาติ ศาสนา ของพนักงาน

ไม่เห็นด้วยอย่างยิ่ง (1) (2) (3) (4) (5) เห็นด้วยอย่างยิ่ง

11. ธนาคารของท่านมีนโยบายที่เป็นธรรมในเรื่องของการให้ค่าชดเชยและการเลื่อนตำแหน่งของ
พนักงาน

ไม่เห็นด้วยอย่างยิ่ง (1) (2) (3) (4) (5) เห็นด้วยอย่างยิ่ง

กรุณาเลือกตัวเลขในแต่ละข้อความที่แสดงความคิดเห็นด้วยหรือไม่เห็นด้วยเกี่ยวกับการ
รับรู้ของท่านที่มีต่อมุมมองทางจริยธรรมของธนาคาร:

12. ธนาคารของท่านมีจริยธรรมทางธุรกิจ

ไม่เห็นด้วยอย่างยิ่ง (1) (2) (3) (4) (5) เห็นด้วยอย่างยิ่ง

13. พนักงานของธนาคารต่างปฏิบัติตามมาตรฐานวิชาชีพอย่างเคร่งครัด
ไม่เห็นด้วยอย่างยิ่ง (1) (2) (3) (4) (5) เห็นด้วยอย่างยิ่ง
14. ผู้จัดการระดับสูงของธนาคารมีความระมัดระวังกับกิจกรรมต่างๆของธนาคารที่อาจส่งผลเสียต่อชุมชน
ไม่เห็นด้วยอย่างยิ่ง (1) (2) (3) (4) (5) เห็นด้วยอย่างยิ่ง
15. ธนาคารแห่งนี้ถือว่าเป็นธนาคารที่สมควรแก่การไว้วางใจ
ไม่เห็นด้วยอย่างยิ่ง (1) (2) (3) (4) (5) เห็นด้วยอย่างยิ่ง
16. ธนาคารแห่งนี้ให้ความสำคัญยุติธรรมกับพนักงานและลูกค้าทางธุรกิจ และยังเอาสิ่งนี้มาเป็นส่วนหนึ่งของกระบวนการประเมินผลงานของพนักงาน
ไม่เห็นด้วยอย่างยิ่ง (1) (2) (3) (4) (5) เห็นด้วยอย่างยิ่ง
17. ธนาคารแห่งนี้มีกระบวนการเก็บความลับเพื่อให้พนักงานสามารถรายงานความประพฤติมิชอบที่เกิดขึ้นในที่ทำงาน
ไม่เห็นด้วยอย่างยิ่ง (1) (2) (3) (4) (5) เห็นด้วยอย่างยิ่ง
18. ธนาคารแห่งนี้เน้นให้พนักงานให้ข้อมูลที่ครบถ้วนและถูกต้องกับลูกค้าทุกคน
ไม่เห็นด้วยอย่างยิ่ง (1) (2) (3) (4) (5) เห็นด้วยอย่างยิ่ง
- กรุณาเลือกตัวเลขในแต่ละข้อความที่แสดงความคิดเห็นด้วยหรือไม่เห็นด้วยเกี่ยวกับการรับรู้ของท่านที่มีต่อมุมมองเกี่ยวกับการตัดสินใจของธนาคาร:**
19. ธนาคารแห่งนี้ให้เงินเดือนสูงกว่าที่อื่นๆโดยทั่วไป
ไม่เห็นด้วยอย่างยิ่ง (1) (2) (3) (4) (5) เห็นด้วยอย่างยิ่ง
20. ธนาคารแห่งนี้สนับสนุนพนักงานที่ต้องการเข้ารับการศึกษเพิ่มเติม
ไม่เห็นด้วยอย่างยิ่ง (1) (2) (3) (4) (5) เห็นด้วยอย่างยิ่ง

21. ธนาคารแห่งนี้ส่งเสริมให้พนักงานเข้าร่วมกับองค์กรเพื่อสังคมที่ช่วยเหลือชุมชน
ไม่เห็นด้วยอย่างยิ่ง (1) (2) (3) (4) (5) เห็นด้วยอย่างยิ่ง
22. ธนาคารมีนโยบายที่ยืดหยุ่นให้พนักงานสามารถทำงานพร้อมไปกับการใช้ชีวิตส่วนตัว
ไม่เห็นด้วยอย่างยิ่ง (1) (2) (3) (4) (5) เห็นด้วยอย่างยิ่ง
23. ธนาคารอุทิศตนให้กับองค์กรสาธารณกุศลอย่างเหมาะสม
ไม่เห็นด้วยอย่างยิ่ง (1) (2) (3) (4) (5) เห็นด้วยอย่างยิ่ง
24. ธนาคารมีโปรแกรมลดปริมาณการใช้พลังงานและวัสดุเหลือใช้
ไม่เห็นด้วยอย่างยิ่ง (1) (2) (3) (4) (5) เห็นด้วยอย่างยิ่ง
25. ธนาคารส่งเสริมความร่วมมือกันขององค์กรต่างๆ ในชุมชนและโรงเรียน
ไม่เห็นด้วยอย่างยิ่ง (1) (2) (3) (4) (5) เห็นด้วยอย่างยิ่ง
26. ธนาคารให้การสนับสนุนกิจกรรมต่างๆ ในท้องถิ่น
ไม่เห็นด้วยอย่างยิ่ง (1) (2) (3) (4) (5) เห็นด้วยอย่างยิ่ง

**กรุณาเลือกตัวเลขในแต่ละข้อความที่แสดงความเห็นด้วยหรือไม่เห็นด้วยเกี่ยวกับการ
รับรู้ของท่านที่มีต่อการบ่งชี้ความเป็นธนาคาร:**

27. เมื่อมีผู้วิจารณ์ธนาคารของท่าน ท่านจะรู้สึกเหมือนถูกสบประมาทไปด้วย
ไม่เห็นด้วยอย่างยิ่ง (1) (2) (3) (4) (5) เห็นด้วยอย่างยิ่ง
28. ท่านสนใจว่าผู้อื่นจะมองธนาคารแห่งนี้ยังไง
ไม่เห็นด้วยอย่างยิ่ง (1) (2) (3) (4) (5) เห็นด้วยอย่างยิ่ง
29. เมื่อท่านพูดถึงธนาคารแห่งนี้ ท่านมักจะบอกว่าเป็นธนาคารของท่าน
ไม่เห็นด้วยอย่างยิ่ง (1) (2) (3) (4) (5) เห็นด้วยอย่างยิ่ง

30. ความสำเร็จของธนาคารแห่งนี้คือความสำเร็จของท่านด้วย

ไม่เห็นด้วยอย่างยิ่ง (1) (2) (3) (4) (5) เห็นด้วยอย่างยิ่ง

31. เมื่อมีคนชื่นชมธนาคารแห่งนี้ท่านจะรู้สึกเหมือนได้รับการชื่นชมไปด้วย

ไม่เห็นด้วยอย่างยิ่ง (1) (2) (3) (4) (5) เห็นด้วยอย่างยิ่ง

32. หากมีสื่อวิจารณ์ธนาคารแห่งนี้เสียหาย ท่านจะรู้สึกอับอายไปด้วย

ไม่เห็นด้วยอย่างยิ่ง (1) (2) (3) (4) (5) เห็นด้วยอย่างยิ่ง

กรุณาเลือกตัวเลขในแต่ละข้อความที่แสดงความเห็นด้วยหรือไม่เห็นด้วยเกี่ยวกับความผูกพันของท่านที่มีต่อธนาคาร:

33. ท่านรู้สึกว่าคุณค่าของท่านมีความเชื่อมโยงอย่างใกล้ชิดกับธนาคารแห่งนี้

ไม่เห็นด้วยอย่างยิ่ง (1) (2) (3) (4) (5) เห็นด้วยอย่างยิ่ง

34. ท่านจะมีความสุขมากถ้าได้อุทิศตนให้กับธนาคาร

ไม่เห็นด้วยอย่างยิ่ง (1) (2) (3) (4) (5) เห็นด้วยอย่างยิ่ง

35. ท่านไม่ค่อยผูกพันกับธนาคารแห่งนี้เท่าไร

ไม่เห็นด้วยอย่างยิ่ง (1) (2) (3) (4) (5) เห็นด้วยอย่างยิ่ง

36. โดยรวมแล้ว ท่านภูมิใจที่ได้ทำงานให้กับธนาคารแห่งนี้

ไม่เห็นด้วยอย่างยิ่ง (1) (2) (3) (4) (5) เห็นด้วยอย่างยิ่ง

37. เพื่อผลประโยชน์ของธนาคารนี้แล้ว ท่านสามารถทำงานที่นอกเหนือจากงานที่ต้องรับผิดชอบได้

ไม่เห็นด้วยอย่างยิ่ง (1) (2) (3) (4) (5) เห็นด้วยอย่างยิ่ง

38. ท่านไม่มีหรือแทบไม่มีความผูกพันต่อธนาคารแห่งนี้

ไม่เห็นด้วยอย่างยิ่ง (1) (2) (3) (4) (5) เห็นด้วยอย่างยิ่ง

39. ท่านรักธนาคารแห่งนี้

ไม่เห็นด้วยอย่างยิ่ง (1) (2) (3) (4) (5) เห็นด้วยอย่างยิ่ง

กรุณาเลือกตัวเลขในแต่ละข้อความที่แสดงความคิดเห็นด้วยหรือไม่เห็นด้วยเกี่ยวกับระดับความพึงพอใจของท่านที่มีต่อธนาคาร:

40. ท่านพอใจในงานของท่านที่ธนาคารแห่งนี้

ไม่เห็นด้วยอย่างยิ่ง (1) (2) (3) (4) (5) เห็นด้วยอย่างยิ่ง

41. ท่านชอบทำงานที่ธนาคารแห่งนี้

ไม่เห็นด้วยอย่างยิ่ง (1) (2) (3) (4) (5) เห็นด้วยอย่างยิ่ง

42. ท่านไม่ชอบงานของท่านที่ธนาคารแห่งนี้

ไม่เห็นด้วยอย่างยิ่ง (1) (2) (3) (4) (5) เห็นด้วยอย่างยิ่ง

ขอขอบพระคุณในความร่วมมือค่ะ 😊

BIOGRAPHY

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