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**THE MODERATING EFFECTS OF
OWNER-MANAGERS' PERSONAL VALUES ON
THE RELATIONSHIP BETWEEN CORPORATE
SOCIAL RESPONSIBILITY DRIVERS
AND PRACTICES**



UUM
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**DOCTOR OF PHILOSOPHY
UNIVERSITI UTARA MALAYSIA
March 2017**

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VALUES ON THE RELATIONSHIP BETWEEN CORPORATE SOCIAL
RESPONSIBILITY DRIVERS AND PRACTICES**



By
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**Thesis Submitted to
Othman Yeop Abdullah Graduate School of Business,
Universiti Utara Malaysia,
In Fulfillment of the Requirement for the Degree of Doctor of Philosophy**

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ABSTRACT

While corporate social responsibility (CSR) among large corporations has been widely investigated, it is often overlooked among small and medium-sized enterprises (SMEs) as their involvement in CSR activities is often based on less formalised business strategies, and more on the ethical concerns of the owner-managers. However, recent trends show that there is growth in CSR activities among manufacturing SMEs. Hence, this study aimed at examining the influence of stakeholders (employee, local community, customer, government, competitor and supplier) and performance on CSR participation among Malaysian manufacturing SMEs. This study also examined the moderating effects of personal values (religious, economic, social, theoretical, political and aesthetic) on these relationships. Structured self-administered questionnaires were distributed to SME owner-managers using the simple random sampling technique. Usable responses were received from 203 SMEs, giving a response rate of 13.7%. Partial least square structural equation modelling (PLS-SEM) was subsequently performed using Smart PLS. The results indicate that employees and local communities are positively related, while suppliers are negatively related, to SME-CSR participation. Customers, governments, competitors and performance are insignificant drivers for CSR practices. Owner-managers' personality like economic, social and aesthetic values can moderate the relationship between employees and CSR participation. A strong positive association exists between the employee factor and CSR practices when these three values of the SME owner-managers are high, and vice versa. Religious values can moderate the association of suppliers and performance with CSR participation. The relationship between suppliers and CSR participation is strengthened when SME owner-managers' religious values are high. The results also reveal that SME owner-managers with low religious value are concerned with the economic benefits of CSR practices and vice versa. Political and theoretical values do not moderate the relationship between CSR drivers and CSR practices. Integrating stakeholders into the institutional theories in explaining CSR participation will enrich the existing literature.

Keyword: Personal values of owner-managers, CSR drivers, SME-CSR participation.

ABSTRAK

Tanggungjawab sosial korporat (TSK) telah dikaji secara meluas dalam syarikat-syarikat besar. Namun, bagi perusahaan kecil dan sederhana (PKS) ianya sering diabaikan. Ini kerana penglibatan mereka dalam aktiviti TSK sering berlandaskan strategi perniagaan kurang formal dan rasional atau pertimbangan etika pemilik-pengurus. Walau bagaimanapun, kebelakangan ini wujudnya trend pertumbuhan dalam aktiviti TSK di kalangan PKS pembuatan. Oleh itu, tujuan kajian ini adalah untuk mengkaji pengaruh pemacu pemegang taruh (pekerja, masyarakat tempatan, pelanggan, kerajaan, pesaing dan pembekal) dan prestasi ke atas penglibatan TSK bagi PKS di sektor pembuatan Malaysia. Kajian ini juga mengkaji kesan nilai-nilai peribadi (agama, ekonomi, sosial, teori, politik dan estetik) dalam menyederhanakan hubungan ini. Borang soal selidik berstruktur dan bersifat isi sendiri telah dihantar kepada pemilik-pengurus PKS melalui teknik pensampelan rawak mudah. Maklum balas yang boleh digunakan diterima daripada 203 PKS, dengan kadar respons sebanyak 13.7%. Permodelan persamaan berstruktur kuasa dua terkecil separa (PLS-SEM) kemudiannya dilakukan dengan menggunakan *SmartPLS*. Hasil kajian menunjukkan bahawa pekerja dan masyarakat tempatan berhubung positif dengan penyertaan TSK manakala pembekal berhubung negatif dengan penyertaan TSK. Pelanggan, kerajaan, pesaing dan prestasi didapati ketiadaan hubungan yang signifikan dengan aktiviti TSK. Nilai-nilai peribadi pemilik-pengurus berunsurkan ekonomi, sosial dan estetik didapati menyederhanakan hubungan antara pekerja dan penyertaan aktiviti TSK. Hubungan positif antara faktor pekerja dan aktiviti TSK diperkukuhkan lagi dengan nilai ekonomi, sosial dan estetik pemilik-pengurus PKS yang tinggi, dan begitu juga sebaliknya. Nilai agama didapati menyederhanakan hubungan pembekal dan prestasi dengan penyertaan TSK. Hubungan antara pembekal dan penyertaan TSK diperkukuhkan apabila nilai agama pemilik-pengurus PKS adalah tinggi. Hasil kajian juga menunjukkan bahawa pemilik-pengurus PKS yang bernilai agama rendah menitikberatkan manfaat ekonomi yang dibawa TSK dan begitu juga sebaliknya. Nilai-nilai politik dan teori tidak menyederhanakan hubungan antara pemacu-pemacu TSK dan aktiviti-aktiviti TSK. Pengintegrasian pemegang taruh ke dalam teori institusi untuk menjelaskan penyertaan TSK akan menyumbangkan kepada penyelidikan yang sedia ada.

Kata Kunci: nilai-nilai peribadi pemilik-pengurus, pemacu CSR, penyertaan PKS-TSK.

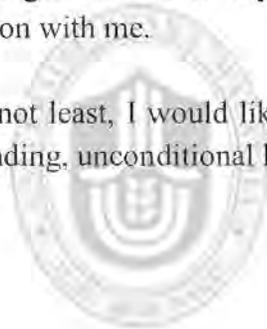
ACKNOWLEDGEMENT

I would like to express my deepest gratitude and appreciation to my supervisor, Associate Professor Dr Thi Lip Sam for his consistent guidance, encouragement and support throughout the writing of this dissertation. His guidance helped me in the writing this thesis. I could not have imagined having a better supervisor and mentor for my PhD study.

Besides my main supervisor, I would like to thank my co-supervisor Professor Dr Teh Yik Koon, for her encouragement, support and advice.

I would also like to express my sincere thanks to Mr Pokar Vellaykuti, for his assistance with language editing of the thesis and all the Malaysian SME owner-managers (respondents) who participated in this study. The real picture of the extent of Corporate Social Responsibility Practices among manufacturing Small and medium-sized enterprises would not have been revealed without their voluntary participation. A special thank also goes to Kelvin Wye, who was generous enough to share his knowledge and information with me.

Last but not least, I would like to express my gratitude to my parents, for their patient understanding, unconditional love and moral support given throughout my studies.



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LIST OF ABBREVIATIONS

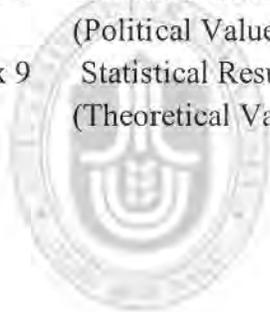
AFTA	ASEAN Free Trade Area
AVE	Average Variance Extracted
AVL	Allport, Vernon and Lindzey
CB-SEM	Covariance-Based SEM
CFA	Confirmatory Factor Analysis
CSR	Corporate Social Responsibility
EFA	Exploratory Factor Analysis
FMM	Federation of Malaysian Manufacturers
GLCs	Government-Linked Companies
MNCs	Multinational Corporations
NGOs	Non-Governmental Organizations
WTO	World Trade Organisation
PCA	Principal Component Analysis
PLCs	Public Listed Companies
PLS-SEM	Partial Least Squares SEM
SEM	Structural Equation Modelling
SMEs	Small-and Medium-Sized Enterprises
SME Corp Malaysia	SME Corporation Malaysia
VIF	Variance Inflation Factor



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CHAPTER 1

INTRODUCTION

1.1 Background of the Study

Corporate social responsibility (CSR) has attracted worldwide interest among businesses, societies, governments and the academia implying that profit is not the only concern of business entities. In fact, fulfilling social responsibility is as important as earning profits. As enterprises are important parts of any society, social responsibilities should go beyond social obligations (Sethi, 1975). This is shown by an increasing number of shareholders, activists, community organisations, labour unions, employees, and news media requesting companies to be responsible to the society.

Various definitions of CSR have been developed, over the years, by different researchers and institutions and as such, there is no one universally agreed the definition of CSR. Carroll (1979) who developed the well-known CSR pyramid defines CSR as the social responsibility that comprises economic, legal, ethical and discretionary responsibilities. Epstein (1987) linked CSR to social responsibility, responsiveness, and business ethics. He further explained that corporate social policies should have beneficial effects on corporate stakeholders. McWilliams and Siegel (2001) illustrated corporate social responsibility as an action that can further some social goods of the firms way beyond those required by law.

From an institutional perspective, the European Commission (2001) has defined CSR as organisational coordinated but deliberate social and environmental activities of

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Appendix 1 – Sample of Questionnaire



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Dear Sir/Madam,

I am a PhD candidate at Universiti Utara Malaysia (UUM) currently lecturing in Universiti Tunku Abdul Rahman (UTAR). I wish to seek your kind assistance to participate in a survey which examines *Malaysian SMEs' Participation in Corporate Social Responsibility (CSR)*. The purpose of the study is to gain a better understanding on the motivation and practices of Corporate Social Responsibility (CSR) by Small and Medium Enterprises (SMEs) in Malaysia.

To accomplish this study, your company is being invited to participate in the survey. You will be assured of strictest confidentiality of all information disclosed in the questionnaire. The questionnaire attached will take you approximately 15 minutes to complete.

Your assistance in completing this questionnaire is greatly appreciated. If you require any clarification, or have any comment or suggestion with regards to this study, please do not hesitate to contact me by email (teohsy@utar.edu.my) or call me at 012-4670340.

Thank you very much.

Yours sincerely,

Teoh Sok Yee
Doctor of Philosophy (PhD) candidate

SECTION A: BACKGROUND INFORMATION

Part I:

I would like to obtain some information about your company so that I can better understand your decision about **Corporate Social Responsibility (CSR) practices**. Please tick (✓) an appropriate box.

1. Which of the following best describes the sector in which your company operates?

- Basic metal
- Chemical, including Petroleum
- Electrical and Electronic
- Fabricated Metal
- Food, Beverage and Tobacco
- Machinery
- Manufacture of Furniture
- Medical, Precision and Optical Instruments
- Non-Metallic Mineral
- Paper, Printing and Publishing
- Plastic
- Recycling
- Rubber
- Transport
- Textile, Wearing Apparel and Leather
- Wood and Wood Products, including Furniture
- Others, please specify _____

2. Please indicate the State where your factory is located.

- | | | |
|---------------------------------------|--|-------------------------------------|
| <input type="checkbox"/> Perlis | <input type="checkbox"/> Kuala Lumpur | <input type="checkbox"/> Terengganu |
| <input type="checkbox"/> Kedah | <input type="checkbox"/> Negeri Sembilan | <input type="checkbox"/> Pahang |
| <input type="checkbox"/> Pulau Pinang | <input type="checkbox"/> Melaka | <input type="checkbox"/> Sabah |
| <input type="checkbox"/> Perak | <input type="checkbox"/> Johor | <input type="checkbox"/> Sarawak |
| <input type="checkbox"/> Selangor | <input type="checkbox"/> Kelantan | <input type="checkbox"/> Labuan |
| <input type="checkbox"/> Putrajaya | | |

3. How long your company has been in business?

[] years

4. Please specify the form of ownership of your business.

- Citizen-owned
 Foreign-owned
 Joint venture

5. What is your company's approximate annual sales turnover?

- Less than RM 300,000
 RM 300,000 to less than RM 15 million
 RM 15 million to less than RM 50 million

6. How many full time employees does your company employ presently?

- Less than 5 workers
 5 workers to less than 75 workers
 75 workers to less than 200 workers

Part II:

Please circle the level of your agreement to the CSR practices in your company.

	Strongly disagree	Disagree	Neutral	Agree	Strongly Agree
My firm is a socially responsible firm.	1	2	3	4	5
My firm is aware of CSR activities.	1	2	3	4	5
My firm's CSR activities are conducted on a regular basis.	1	2	3	4	5
My firm has allocation for budget on CSR activities.	1	2	3	4	5

SECTION B: CORPORATE SOCIAL RESPONSIBILITY (CSR) INVOLVEMENT

I would like to learn more about the frequency of your involvement in CSR. Please circle the most appropriate option for each statement.

Frequency – 5 points

- 1 – *Never* - (NV)
- 2 – *Rarely* - (RR)
- 3 – *Sometimes* - (ST)
- 4 – *Often* - (OT)
- 5 – *Always* - (AW)

I. WORKFORCE-ORIENTED ACTIVITIES	NV	RR	ST	OT	AW
1. My company encourages employee participation in decision making process.	1	2	3	4	5
2. My company improves health and safety of employees.	1	2	3	4	5
3. My company provides equal opportunities in workplace, e.g. employing disabled people.	1	2	3	4	5
4. My company promotes women to senior management position.	1	2	3	4	5
5. My company supports good work-life balance practices.	1	2	3	4	5
6. My company creates family friendly working environments.	1	2	3	4	5
7. My company invests in people, e.g. training and employee development.	1	2	3	4	5

II. COMMUNITY-ORIENTED ACTIVITIES	NV	RR	ST	OT	AW
1. My company engages in Philanthropic activities, e.g. Charitable donation.	1	2	3	4	5
2. My company creates job opportunities for local communities.	1	2	3	4	5
3. My company joins voluntary works in local communities.	1	2	3	4	5
4. My company offers sponsorship for community events (e.g. sports, youth activities, etc.).	1	2	3	4	5
5. My company donates to community causes.	1	2	3	4	5

III. MARKET-ORIENTED ACTIVITIES	NV	RR	ST	OT	AW
1. My company offers safety products and services beyond legal obligations.	1	2	3	4	5
2. My company provides high quality products and services.	1	2	3	4	5
3. My company provides content knowledge of products.	1	2	3	4	5
4. My company practices fair pricing	1	2	3	4	5
5. My company handles customers' complaints beyond legal requirement.	1	2	3	4	5

IV. ENVIRONMENT-ORIENTED ACTIVITIES	NV	RR	ST	OT	AW
1. My company uses recycled materials in manufacturing process.	1	2	3	4	5
2. My company reduces waste in manufacturing process.	1	2	3	4	5
3. My company filters and controls on emissions and discharges.	1	2	3	4	5
4. My company reduces/replaces hazardous chemicals or materials, e.g. substitute hazardous chemicals with less hazardous alternatives.	1	2	3	4	5
5. My company designs products and manufacturing process to minimize the *ecological footprint along the entire product life cycle.	1	2	3	4	5
6. My company reduces energy consumption.	1	2	3	4	5

***Ecological footprint:**

The impact of a person or community on the environment, expressed as the amount of land required to sustain their use of natural resources.

SECTION C: CORPORATE SOCIAL RESPONSIBILITY (CSR) DRIVERS

I would like to learn about the **factors** which influence your company's decision to implement CSR. Please indicate the extent to which you agree or disagree with each of the following statements. Please **circle** the most appropriate option for each statement.

Level of Agreement

- 1 – *Strongly disagree* ———— - SD
- 2 – *Disagree* ————— - D
- 3 – *Neutral* ————— - N
- 4 – *Agree* ————— - A
- 5 – *Strongly agree* ———— - SA

(I) Employee factors:

	SD	D	N	A	SA
1. My company wishes to be able to attract skilled workers.	1	2	3	4	5
2. My company wishes to be able to create the sense of belonging to the company among workers.	1	2	3	4	5
3. My company wishes to be able to increase employee retention.	1	2	3	4	5
4. My company wishes to be able to increase employee morale.	1	2	3	4	5
5. My company wishes to be able to attract new employees.	1	2	3	4	5
6. My employees voluntarily engage in CSR activities of the firm.	1	2	3	4	5
7. My employees expect the firm to implement CSR activities.	1	2	3	4	5
8. My employees monitor whether the promises concerning CSR are fulfilled.	1	2	3	4	5

(II) Local community factors:					
	SD	D	N	A	SA
1. My company wishes to give something back to the community.	1	2	3	4	5
2. My company wishes to gain trust from local community.	1	2	3	4	5
3. My company wishes to develop better connection with local community.	1	2	3	4	5
4. There has been an increasing expectation from local community on CSR practices.	1	2	3	4	5
5. There has been an increasing pressure from local community on CSR practices.	1	2	3	4	5

(III) Customer factors:					
	SD	D	N	A	SA
1. My company aims to increase sales.	1	2	3	4	5
2. My company wishes to attract repeating customers.	1	2	3	4	5
3. My company wishes to increase customer loyalty.	1	2	3	4	5
4. My company wishes to explore new customers and markets.	1	2	3	4	5
5. My company wishes to improve customer satisfaction.	1	2	3	4	5
6. My customers' purchasing habits are changing to support CSR firms (e.g. fair trade)	1	2	3	4	5
7. My customers are ready to boycott products and services which do not comply with CSR standard.	1	2	3	4	5

(IV) Government factors:					
	SD	D	N	A	SA
1. Government starts to increase transparency in businesses.	1	2	3	4	5
2. Government applies penalties if companies do not implement CSR activities.	1	2	3	4	5
3. Government provides incentives to implement CSR activities.	1	2	3	4	5
4. Government pressures through enacted acts and regulations to implement CSR.	1	2	3	4	5

(V) Competitor factors:					
	SD	D	N	A	SA
1. My competitors take a leading role in CSR.	1	2	3	4	5
2. My competitors are known for transparent communication policies on CSR.	1	2	3	4	5
3. My competitors communicate openly about their CSR activities.	1	2	3	4	5
4. My competitors invest in social funds and projects.	1	2	3	4	5

(VI) Supplier factors:					
	SD	D	N	A	SA
1. Improving relationship with suppliers is important to my company.	1	2	3	4	5
2. My suppliers request me to implement CSR.	1	2	3	4	5
3. Suppliers' business practices are the source of motivation for my company.	1	2	3	4	5

(VII) Performance factors:					
	SD	D	N	A	SA
1. Increasing profit is important to my company.	1	2	3	4	5
2. Increasing efficiency is important to my company.	1	2	3	4	5
3. Enhancing company image is important to my company.	1	2	3	4	5
4. Enhancing long term cost savings is important for my company.	1	2	3	4	5

SECTION D: YOUR PERSONAL VALUES

I would like to learn about your personal values on implementing CSR in your company. Please circle the most appropriate option for each statement.



Level of Agreement

- 1 – *Strongly disagree* - SD
- 2 – *Disagree* - D
- 3 – *Neutral* - N
- 4 – *Agree* - A
- 5 – *Strongly agree* - SA

	SD	D	N	A	SA
1) I would read more attentively on the headlines which related to leaders of different religions to consult on reconciliation.	1	2	3	4	5
2) I agree that the aim of religious institutions at the present time should be to encourage spiritual worship and a sense of communion with the highest.	1	2	3	4	5
3) I prefer to listen a series of lectures on the comparative development of the great religious faiths.	1	2	3	4	5
4) I would consider it is important for my child to secure training in religion.	1	2	3	4	5
5) If I had more than enough income for my needs, I prefer to help advance the activities of local religious groups.	1	2	3	4	5

		SD	D	N	A	SA
1)	I am a person with high ideals and reverence.	1	2	3	4	5
2)	If I had some time to spend in a waiting room, I would read magazines which related to arts and decorations.	1	2	3	4	5
3)	In newspaper, I would more likely to read the section on picture galleries and exhibitions.	1	2	3	4	5
4)	If I could influence the educational policies of the nation's public schools, I would undertake to promote the study and participation in music and the fine arts.	1	2	3	4	5
5)	If I had sufficient leisure and money, I prefer to make a collection of fine sculptures or paintings.	1	2	3	4	5

		SD	D	N	A	SA
1)	I would read more attentively on the headlines which related to great improvements in market conditions.	1	2	3	4	5
2)	In newspaper, I would more likely to read the real estate sections and the account of the stock market.	1	2	3	4	5
3)	I think that a good government should aim chiefly at the development of manufacturing and trade.	1	2	3	4	5
4)	If I had more than enough income for my needs, I prefer to apply it productively to assist commercial and industrial development.	1	2	3	4	5
5)	I would consider the more important function of education is the preparation for practical achievement and financial reward.	1	2	3	4	5
6)	If I could influence the educational policies of the nation's public schools, I would undertake to increase the practical value of courses.	1	2	3	4	5

		SD	D	N	A	SA
1)	I am a person with unselfishness and sympathy	1	2	3	4	5
2)	If I have sufficient leisure time, I prefer to use it to perform volunteer social or public service work.	1	2	3	4	5
3)	I would consider the more important function of education is its preparation for participation in community activities and aiding less fortunate persons.	1	2	3	4	5
4)	I think that a good government should aim chiefly at more aid for the poor, sick and old.	1	2	3	4	5
5)	If I had sufficient leisure and money, I prefer to establish a center for the care and training of the disabled.	1	2	3	4	5
6)	At an evening discussion with friends, I am more interested when the conversation concerns poverty and social improvement.	1	2	3	4	5

		SD	D	N	A	SA
1)	I believe the main objective of scientific research should be the discovery of truth.	1	2	3	4	5
2)	I believe the main objective of scientific research should not be its practical applications.	1	2	3	4	5
3)	I would read more attentively on the headlines which related to new scientific theory announced.	1	2	3	4	5
4)	If I have sufficient leisure time, I prefer to use it to develop my mastery of a favourite skill.	1	2	3	4	5
5)	If I had some time to spend in a waiting room, I would read magazines which related to scientific age.	1	2	3	4	5
6)	At an evening discussion with friends, I am more interested when the conversation concerns development in science.	1	2	3	4	5
7)	At an evening discussion with friends, I am more interested when the conversation concerns the meaning of life.	1	2	3	4	5

		SD	D	N	A	SA
1)	Assuming that I have sufficient capability, I prefer to be a politician.	1	2	3	4	5
2)	I would consider the more important function of modern leaders is to bring accomplishment of practical goals.	1	2	3	4	5
3)	I would consider the more important function of modern leaders is to encourage followers to take a greater interest in the rights of others.	1	2	3	4	5
4)	I would read more attentively on the headlines which related to Federal Court renders decision.	1	2	3	4	5
5)	Modern society benefits more from greater knowledge of the fundamental laws of human behaviour.	1	2	3	4	5
6)	If I had sufficient leisure and money, I prefer to aim at a senatorship or a seat in the Parliament.	1	2	3	4	5

SECTION E: DEMOGRAPHIC PROFILE

I would like to have a better understanding of your personal background. Please tick (✓) in an appropriate box.

1.	Are you the owner of the company?	<input type="checkbox"/>	Yes	<input type="checkbox"/>	No
2.	What is your current position in your company?	<input type="checkbox"/>	Managing Director	<input type="checkbox"/>	Chief Executive Officer
		<input type="checkbox"/>	Manager	<input type="checkbox"/>	Others, please specify _____
3.	Gender.	<input type="checkbox"/>	Male	<input type="checkbox"/>	Female
4.	Age group.	<input type="checkbox"/>	Below 20	<input type="checkbox"/>	20 - 29
		<input type="checkbox"/>	30 - 39	<input type="checkbox"/>	40 - 49
		<input type="checkbox"/>	50 and above		
5.	Highest level of education.	<input type="checkbox"/>	Primary	<input type="checkbox"/>	SRP / PMR
		<input type="checkbox"/>	SPM	<input type="checkbox"/>	STPM
		<input type="checkbox"/>	Certificate	<input type="checkbox"/>	Diploma
		<input type="checkbox"/>	Higher Diploma	<input type="checkbox"/>	Bachelor Degree
		<input type="checkbox"/>	Master Degree	<input type="checkbox"/>	Doctor of Philosophy

Please use this space if you wish to share your insight about your company implementation of CSR practices.

Thank you for your cooperation. Your contribution to this study is greatly appreciated.

Appendix 2 - Respondents' Profile

Sector

Basic metal

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid No	191	94.1	94.1	94.1
Yes	12	5.9	5.9	100.0
Total	203	100.0	100.0	

Chemical, including petroleum

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid No	187	92.1	92.1	92.1
Yes	16	7.9	7.9	100.0
Total	203	100.0	100.0	

Electrical and electronic

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid No	192	94.6	94.6	94.6
Yes	11	5.4	5.4	100.0
Total	203	100.0	100.0	

Fabricated Metal

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid No	185	91.1	91.1	91.1
Yes	18	8.9	8.9	100.0
Total	203	100.0	100.0	

Food, Beverage and Tobacco

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid No	178	87.7	87.7	87.7
Yes	25	12.3	12.3	100.0
Total	203	100.0	100.0	

Machinery

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	187	92.1	92.1	92.1
	Yes	16	7.9	7.9	100.0
	Total	203	100.0	100.0	

Manufacture of Furniture

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	195	96.1	96.1	96.1
	Yes	8	3.9	3.9	100.0
	Total	203	100.0	100.0	

Medical, Precision and Optical Instruments

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	197	97.0	97.0	97.0
	Yes	6	3.0	3.0	100.0
	Total	203	100.0	100.0	

Non-Metallic Mineral

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	199	98.0	98.0	98.0
	Yes	4	2.0	2.0	100.0
	Total	203	100.0	100.0	

paper, Printing and Publishing

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	192	94.6	94.6	94.6
	Yes	11	5.4	5.4	100.0
	Total	203	100.0	100.0	

Plastic

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	184	90.6	90.6	90.6
	Yes	19	9.4	9.4	100.0
	Total	203	100.0	100.0	

Recycling

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	195	96.1	96.1	96.1
	Yes	8	3.9	3.9	100.0
	Total	203	100.0	100.0	

Rubber

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	191	94.1	94.1	94.1
	Yes	12	5.9	5.9	100.0
	Total	203	100.0	100.0	

Transport

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	195	96.1	96.1	96.1
	Yes	8	3.9	3.9	100.0
	Total	203	100.0	100.0	

textile, Wearing Apparel and Leather

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	188	92.6	92.6	92.6
	Yes	15	7.4	7.4	100.0
	Total	203	100.0	100.0	

Wood and Wood products, including furniture

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	192	94.6	94.6	94.6
	Yes	11	5.4	5.4	100.0
	Total	203	100.0	100.0	

Others

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	198	97.5	97.5	97.5
	Yes	5	2.5	2.5	100.0
	Total	203	100.0	100.0	

Geographical Distribution

Perlis

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid No	203	100.0	100.0	100.0

Kedah

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid No	184	90.6	90.6	90.6
Yes	19	9.4	9.4	100.0
Total	203	100.0	100.0	

Pulau Pinang

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid No	167	82.3	82.3	82.3
Yes	36	17.7	17.7	100.0
Total	203	100.0	100.0	

Perak

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid No	173	85.2	85.2	85.2
Yes	30	14.8	14.8	100.0
Total	203	100.0	100.0	

Selangor

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid No	131	64.5	64.5	64.5
Yes	72	35.5	35.5	100.0
Total	203	100.0	100.0	

Putrajaya

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid No	203	100.0	100.0	100.0

Kuala Lumpur

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	199	98.0	98.0	98.0
	Yes	4	2.0	2.0	100.0
	Total	203	100.0	100.0	

Negeri Sembilan

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	197	97.0	97.0	97.0
	Yes	6	3.0	3.0	100.0
	Total	203	100.0	100.0	

Melaka

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	195	96.1	96.1	96.1
	Yes	8	3.9	3.9	100.0
	Total	203	100.0	100.0	

Johor

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	176	86.7	86.7	86.7
	Yes	27	13.3	13.3	100.0
	Total	203	100.0	100.0	

Kelantan

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	203	100.0	100.0	100.0

Terengganu

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	203	100.0	100.0	100.0

Pahang

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	202	99.5	99.5	99.5
	Yes	1	.5	.5	100.0
	Total	203	100.0	100.0	

Sabah

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	202	99.5	99.5	99.5
	Yes	1	.5	.5	100.0
	Total	203	100.0	100.0	

Sarawak

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	202	99.5	99.5	99.5
	Yes	1	.5	.5	100.0
	Total	203	100.0	100.0	

Labuan

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	203	100.0	100.0	100.0



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The form of ownership

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Citizen-owned	152	74.9	74.9	74.9
	Foreign-owned	30	14.8	14.8	89.7
	Joint Venture	21	10.3	10.3	100.0
	Total	203	100.0	100.0	

Annual sales of turnover

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	< 300,000	18	8.9	8.9	8.9
	300k to less than 15m	110	54.2	54.2	63.1
	15m to less than 50m	75	36.9	36.9	100.0
	Total	203	100.0	100.0	

Full-time employees

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	< 5	15	7.4	7.4	7.4
	5 to less than 75	117	57.6	57.6	65.0
	75 to less than 200	71	35.0	35.0	100.0
	Total	203	100.0	100.0	

Position

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Managing Director	68	33.5	33.5	33.5
	Chief Executive officer	26	12.8	12.8	46.3
	Senior Manager	70	34.5	34.5	80.8
	Manager	39	19.2	19.2	100.0
	Total	203	100.0	100.0	

Gender.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	129	63.5	63.5	63.5
	Female	74	36.5	36.5	100.0
	Total	203	100.0	100.0	

Age range.

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 20 - 29	23	11.3	11.3	11.3
30 - 39	43	21.2	21.2	32.5
40 - 49	60	29.6	29.6	62.1
50 and above	77	37.9	37.9	100.0
Total	203	100.0	100.0	

Highest level of education.

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Secondary	26	12.8	12.8	12.8
College	43	21.2	21.2	34.0
University	134	66.0	66.0	100.0
Total	203	100.0	100.0	



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**Appendix 3 – Statistical Results of the Model without Moderator
(CSR Drivers and CSR Practices)**

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Aesthetic value -> CSR Activities	0.227	0.23	0.081	2.801	0.005
Community -> CSR Activities	0.267	0.263	0.098	2.73	0.006
Competitor -> CSR Activities	0.015	0.064	0.051	0.299	0.765
Customer -> CSR Activities	-0.087	-0.127	0.092	0.946	0.344
Economic value -> CSR Activities	0.096	0.104	0.064	1.506	0.132
Employee -> CSR Activities	0.18	0.188	0.081	2.216	0.027
Government -> CSR Activities	0.021	0.071	0.054	0.381	0.704
Performance -> CSR Activities	0.092	0.112	0.081	1.128	0.259
Politic value -> CSR Activities	0.094	0.102	0.066	1.424	0.154
Religious value -> CSR Activities	-0.028	-0.073	0.054	0.516	0.606
Social value -> CSR Activities	0	0.068	0.051	0.006	0.995
Supplier -> CSR Activities	-0.156	-0.161	0.093	1.684	0.092
Theoretical value -> CSR Activities	0.054	0.071	0.051	1.059	0.29

Appendix 4 – Statistical Results of the Model with Moderator (Religious Value)

Moderator - Religious value	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Community -> CSR Activities	0.383	0.382	0.082	4.662	0
Community*Religious value -> CSR Activities	0.007	0.056	0.05	0.137	0.891
Competitor -> CSR Activities	0.046	0.081	0.062	0.752	0.452
Competitor*Religious value -> CSR Activities	-0.119	-0.143	0.083	1.422	0.155
Customer -> CSR Activities	-0.12	-0.144	0.096	1.245	0.213
Customer*Religious value -> CSR Activities	0.149	0.182	0.11	1.359	0.174
Employee -> CSR Activities	0.194	0.201	0.089	2.185	0.029
Employee*Religious value -> CSR Activities	0.113	0.116	0.085	1.33	0.184
Government -> CSR Activities	0.045	0.075	0.058	0.775	0.438
Government*Religious value -> CSR Activities	0.075	0.094	0.064	1.18	0.238
Performance -> CSR Activities	0.041	0.097	0.072	0.57	0.569
Performance*Religious value -> CSR Activities	-0.345	-0.333	0.126	2.737	0.006
Religious value -> CSR Activities	0.12	0.123	0.072	1.656	0.098
Supplier -> CSR Activities	-0.183	-0.184	0.097	1.89	0.059
Supplier*Religious value -> CSR Activities	0.187	0.186	0.102	1.838	0.066

Moderator – Religious value					
f_2					
	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ((O/STDEV))	P Values
Community -> CSR Activities	0.124	0.131	0.058	2.144	0.032
Community*Religious value -> CSR Activities	0	0.005	0.008	0.009	0.993
Competitor -> CSR Activities	0.002	0.007	0.011	0.139	0.89
Competitor*Religious value -> CSR Activities	0.01	0.018	0.018	0.542	0.588
Customer -> CSR Activities	0.006	0.013	0.016	0.388	0.698
Customer*Religious value -> CSR Activities	0.008	0.015	0.016	0.482	0.63
Employee -> CSR Activities	0.023	0.03	0.024	0.974	0.33
Employee*Religious value -> CSR Activities	0.006	0.009	0.012	0.512	0.609
Government -> CSR Activities	0.002	0.008	0.011	0.159	0.874
Government*Religious value -> CSR Activities	0.005	0.01	0.012	0.372	0.71
Performance -> CSR Activities	0.001	0.007	0.01	0.083	0.934
Performance*Religious value -> CSR Activities	0.058	0.057	0.041	1.413	0.158
Religious value -> CSR Activities	0.015	0.021	0.022	0.674	0.501
Supplier -> CSR Activities	0.017	0.022	0.021	0.812	0.417
Supplier*Religious value -> CSR Activities	0.014	0.017	0.017	0.802	0.423

Appendix 5 - Statistical Results of the Model with Moderator (Economic Value)

Moderator - Economic value	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Community -> CSR Activities	0.28	0.289	0.087	3.209	0.001
Community*Economic value -> CSR Activities	-0.102	-0.113	0.072	1.414	0.158
Competitor -> CSR Activities	0.021	0.078	0.061	0.346	0.73
Competitor*Economic value -> CSR Activities	-0.017	-0.08	0.062	0.278	0.781
Customer -> CSR Activities	-0.034	-0.098	0.073	0.462	0.644
Customer*Economic value -> CSR Activities	0.184	0.213	0.116	1.584	0.113
Economic value -> CSR Activities	0.206	0.211	0.07	2.944	0.003
Employee -> CSR Activities	0.242	0.254	0.086	2.806	0.005
Employee*Economic value -> CSR Activities	0.137	0.131	0.078	1.749	0.08
Government -> CSR Activities	0.025	0.076	0.058	0.435	0.664
Government*Economic value -> CSR Activities	-0.035	-0.084	0.063	0.56	0.576
Performance -> CSR Activities	0.053	0.092	0.07	0.761	0.447
Performance*Economic value -> CSR Activities	-0.09	-0.119	0.088	1.03	0.303
Supplier -> CSR Activities	-0.155	-0.166	0.098	1.59	0.112
Supplier*Economic value -> CSR Activities	-0.099	-0.127	0.09	1.105	0.269

Moderator - Economic value					
f2					
	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Community -> CSR Activities	0.064	0.076	0.044	1.452	0.147
Community*Economic value -> CSR Activities	0.011	0.017	0.019	0.562	0.574
Competitor -> CSR Activities	0	0.007	0.01	0.031	0.976
Competitor*Economic value -> CSR Activities	0	0.007	0.01	0.022	0.983
Customer -> CSR Activities	0	0.006	0.009	0.053	0.958
Customer*Economic value -> CSR Activities	0.018	0.027	0.026	0.696	0.487
Economic value -> CSR Activities	0.046	0.055	0.035	1.313	0.189
Employee -> CSR Activities	0.035	0.043	0.027	1.283	0.199
Employee*Economic value -> CSR Activities	0.014	0.015	0.016	0.868	0.385
Government -> CSR Activities	0.001	0.008	0.011	0.049	0.961
Government*Economic value -> CSR Activities	0.001	0.01	0.014	0.088	0.93
Performance -> CSR Activities	0.001	0.007	0.01	0.146	0.884
Performance*Economic value -> CSR Activities	0.004	0.011	0.015	0.288	0.774
Supplier -> CSR Activities	0.011	0.017	0.018	0.599	0.549
Supplier*Economic value -> CSR Activities	0.005	0.012	0.015	0.327	0.744

Appendix 6 - Statistical Results of the Model with Moderator (Social Value)

Moderator - Social value	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ((O/STDEV))	P Values
Community -> CSR Activities	0.304	0.307	0.093	3.278	0.001
Community*social value -> CSR Activities	-0.061	-0.081	0.057	1.062	0.288
Competitor -> CSR Activities	0.059	0.084	0.063	0.929	0.353
Competitor*social value -> CSR Activities	-0.127	-0.139	0.089	1.422	0.155
Customer -> CSR Activities	-0.102	-0.123	0.09	1.138	0.255
Customer*social value -> CSR Activities	0.096	0.141	0.1	0.96	0.337
Employee -> CSR Activities	0.201	0.211	0.088	2.296	0.022
Employee*social value -> CSR Activities	0.152	0.156	0.091	1.671	0.095
Government -> CSR Activities	0.025	0.082	0.062	0.402	0.688
Government*social value -> CSR Activities	0.048	0.076	0.058	0.829	0.407
Performance -> CSR Activities	0.101	0.112	0.083	1.223	0.221
Performance*social value -> CSR Activities	-0.147	-0.162	0.102	1.434	0.152
Social value -> CSR Activities	0.134	0.147	0.078	1.713	0.087
Supplier -> CSR Activities	-0.171	-0.188	0.102	1.667	0.096
Supplier*social value -> CSR Activities	0.058	0.092	0.074	0.79	0.43

Moderator - Social value					
f2					
	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ((O/STDEV))	P Values
Community -> CSR Activities	0.076	0.085	0.05	1.523	0.128
Community*social value -> CSR Activities	0.003	0.008	0.011	0.302	0.763
Competitor -> CSR Activities	0.002	0.008	0.011	0.227	0.821
Competitor*social value -> CSR Activities	0.011	0.018	0.021	0.532	0.595
Customer -> CSR Activities	0.004	0.009	0.012	0.331	0.74
Customer*social value -> CSR Activities	0.004	0.012	0.015	0.27	0.788
Employee -> CSR Activities	0.025	0.032	0.024	1.029	0.303
Employee*social value -> CSR Activities	0.015	0.019	0.019	0.784	0.433
Government -> CSR Activities	0.001	0.009	0.012	0.042	0.966
Government*social value -> CSR Activities	0.003	0.009	0.013	0.202	0.84
Performance -> CSR Activities	0.005	0.01	0.014	0.391	0.696
Performance*social value -> CSR Activities	0.013	0.02	0.022	0.607	0.544
Social value -> CSR Activities	0.018	0.027	0.026	0.707	0.48
Supplier -> CSR Activities	0.014	0.022	0.022	0.636	0.525
Supplier*social value -> CSR Activities	0.002	0.006	0.009	0.196	0.845

Appendix 7 - Statistical Results of the Model with Moderator (Aesthetic value)

Moderator - Aesthetic value	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Aesthetic value -> CSR Activities	0.235	0.23	0.08	2.936	0.003
Community -> CSR Activities	0.315	0.316	0.086	3.676	0
Community*Aesthetic value -> CSR Activities	-0.043	-0.064	0.047	0.912	0.362
Competitor -> CSR Activities	-0.001	-0.073	0.057	0.011	0.991
Competitor*Aesthetic value -> CSR Activities	-0.039	-0.081	0.06	0.655	0.512
Customer -> CSR Activities	-0.144	-0.163	0.101	1.419	0.156
Customer*Aesthetic value -> CSR Activities	-0.07	-0.138	0.111	0.628	0.53
Employee -> CSR Activities	0.208	0.212	0.083	2.498	0.013
Employee*Aesthetic value -> CSR Activities	0.157	0.156	0.089	1.758	0.079
Government -> CSR Activities	0.045	0.083	0.062	0.73	0.465
Government*Aesthetic value -> CSR Activities	-0.032	-0.091	0.071	0.459	0.647
Performance -> CSR Activities	0.144	0.149	0.096	1.504	0.133
Performance*Aesthetic value -> CSR Activities	-0.054	-0.107	0.081	0.673	0.501
Supplier -> CSR Activities	-0.204	-0.206	0.107	1.9	0.057
Supplier*Aesthetic value -> CSR Activities	0.063	0.099	0.074	0.842	0.4

Moderator - Aesthetic value					
f^2					
	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Aesthetic value -> CSR Activities	0.06	0.065	0.044	1.364	0.173
Community -> CSR Activities	0.085	0.091	0.048	1.78	0.075
Community*Aesthetic value -> CSR Activities	0.002	0.007	0.009	0.241	0.81
Competitor -> CSR Activities	0	0.006	0.009	0	1
Competitor*Aesthetic value -> CSR Activities	0.001	0.007	0.01	0.116	0.908
Customer -> CSR Activities	0.009	0.016	0.018	0.474	0.635
Customer*Aesthetic value -> CSR Activities	0.001	0.008	0.012	0.12	0.904
Employee -> CSR Activities	0.028	0.034	0.025	1.138	0.255
Employee*Aesthetic value -> CSR Activities	0.013	0.017	0.017	0.798	0.425
Government -> CSR Activities	0.002	0.01	0.013	0.137	0.891
Government*Aesthetic value -> CSR Activities	0.001	0.007	0.011	0.062	0.951
Performance -> CSR Activities	0.011	0.017	0.02	0.555	0.579
Performance*Aesthetic value -> CSR Activities	0.001	0.007	0.009	0.128	0.898
Supplier -> CSR Activities	0.02	0.026	0.025	0.79	0.429
Supplier*Aesthetic value -> CSR Activities	0.002	0.007	0.009	0.198	0.843

Appendix 8 - Statistical Results of the Model with Moderator (Political value)

Moderator – Political value	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ((O/STDEV))	P Values
Community -> CSR Activities	0.318	0.321	0.1	3.177	0.001
Community*Political value -> CSR Activities	-0.039	-0.065	0.049	0.8	0.424
Competitor -> CSR Activities	0.035	0.073	0.056	0.627	0.53
Competitor*Political value -> CSR Activities	-0.079	-0.105	0.079	0.998	0.318
Customer -> CSR Activities	-0.1	-0.128	0.09	1.114	0.265
Customer*Political value -> CSR Activities	0.14	0.164	0.112	1.249	0.212
Employee -> CSR Activities	0.227	0.232	0.086	2.649	0.008
Employee*Political value -> CSR Activities	-0.001	-0.082	0.063	0.02	0.984
Government -> CSR Activities	0.03	0.078	0.061	0.494	0.621
Government*Political value -> CSR Activities	0.076	0.083	0.058	1.31	0.19
Performance -> CSR Activities	0.101	0.12	0.088	1.141	0.254
Performance*Political value -> CSR Activities	0.022	0.101	0.077	0.29	0.772
Political value -> CSR Activities	0.2	0.198	0.075	2.682	0.007
Supplier -> CSR Activities	-0.153	-0.161	0.093	1.64	0.101
Supplier*Political value -> CSR Activities	-0.149	-0.155	0.098	1.512	0.131

Moderator – Political value					
f2					
	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Community -> CSR Activities	0.076	0.084	0.051	1.492	0.136
Community*Political value -> CSR Activities	0.002	0.008	0.011	0.199	0.843
Competitor -> CSR Activities	0.001	0.006	0.009	0.101	0.92
Competitor*Political value -> CSR Activities	0.004	0.009	0.012	0.294	0.769
Customer -> CSR Activities	0.004	0.01	0.013	0.316	0.752
Customer*Political value -> CSR Activities	0.006	0.011	0.014	0.44	0.66
Employee -> CSR Activities	0.031	0.037	0.025	1.241	0.215
Employee*Political value -> CSR Activities	0	0.005	0.007	0	1
Government -> CSR Activities	0.001	0.008	0.011	0.065	0.948
Government*Political value -> CSR Activities	0.007	0.011	0.013	0.516	0.606
Performance -> CSR Activities	0.005	0.011	0.015	0.333	0.739
Performance*Political value -> CSR Activities	0	0.007	0.01	0.023	0.981
Political value -> CSR Activities	0.044	0.047	0.033	1.311	0.19
Supplier -> CSR Activities	0.011	0.017	0.017	0.653	0.514
Supplier*Political value -> CSR Activities	0.01	0.014	0.016	0.633	0.527

Appendix 9 - Statistical Results of the Model with Moderator (Theoretical value)

Moderator - Theoretical value					
	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Community -> CSR Activities	0.341	0.345	0.088	3.891	0
Community*Theoretical value -> CSR Activities	-0.018	-0.063	0.052	0.344	0.731
Competitor -> CSR Activities	0.038	0.071	0.054	0.702	0.483
Competitor*Theoretical value -> CSR Activities	-0.116	-0.119	0.078	1.499	0.134
Customer -> CSR Activities	-0.116	-0.14	0.096	1.216	0.224
Customer*Theoretical value -> CSR Activities	-0.086	-0.133	0.1	0.86	0.39
Employee -> CSR Activities	0.22	0.224	0.085	2.57	0.01
Employee*Theoretical value -> CSR Activities	0.075	0.106	0.078	0.971	0.332
Government -> CSR Activities	0.037	0.084	0.064	0.571	0.568
Government*Theoretical value -> CSR Activities	0.066	0.092	0.068	0.983	0.326
Performance -> CSR Activities	0.113	0.122	0.084	1.34	0.18
Performance*Theoretical value -> CSR Activities	0.135	0.162	0.109	1.239	0.215
Supplier -> CSR Activities	-0.162	-0.165	0.1	1.611	0.107
Supplier*Theoretical value -> CSR Activities	-0.104	-0.147	0.102	1.018	0.309
Theoretical value -> CSR Activities	0.163	0.163	0.071	2.305	0.021

Moderator - Theoretical value					
f2					
	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ((O/STDEV))	P Values
Community -> CSR Activities	0.102	0.112	0.058	1.771	0.077
Community*Theoretical value -> CSR Activities	0	0.006	0.009	0.046	0.963
Competitor -> CSR Activities	0.001	0.006	0.009	0.127	0.899
Competitor*Theoretical value -> CSR Activities	0.009	0.014	0.016	0.562	0.574
Customer -> CSR Activities	0.006	0.012	0.015	0.362	0.717
Customer*Theoretical value -> CSR Activities	0.003	0.009	0.012	0.218	0.828
Employee -> CSR Activities	0.031	0.037	0.026	1.163	0.245
Employee*Theoretical value -> CSR Activities	0.003	0.009	0.011	0.311	0.756
Government -> CSR Activities	0.001	0.009	0.013	0.084	0.933
Government*Theoretical value -> CSR Activities	0.003	0.009	0.013	0.264	0.792
Performance -> CSR Activities	0.007	0.012	0.015	0.45	0.653
Performance*Theoretical value -> CSR Activities	0.01	0.019	0.024	0.408	0.683
Supplier -> CSR Activities	0.012	0.018	0.019	0.643	0.521
Supplier*Theoretical value -> CSR Activities	0.005	0.013	0.016	0.282	0.778
Theoretical value -> CSR Activities	0.031	0.037	0.029	1.055	0.292