

THE EFFECT OF CORPORATE SOCIAL
RESPONSIBILITIES ON CORPORATE
PERFORMANCE: THE MEDIATING ROLE OF
CORPORATE CULTURE AND AFFECTIVE
COMMITMENT

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I hereby declare that the work in this thesis is based on my original work except for quotations and citations which have been duly acknowledged. I also declare that it has not been previously or concurrently submitted for any other degree at University Malaysia Pahang or any other institutions.

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ABSTRAK

Yaman mengalami penurunan sumber semula jadi secara drastik (minyak dan air). Oleh kerana masalah ekonomi dan cabaran sosial yang dihadapi Yaman, adalah sangat penting dalam memahami hubungan dan saling kebergantungan yang kompleks diantara komponen-komponen CSR (pertumbuhan ekonomi, pembangunan sosial, dermawan dan perlindungan alam sekitar). Sesuatu syarikat boleh mencapai pertumbuhan jangka panjang dengan mengekalkan aktiviti CSR dan mencapai prestasi korporat. Disamping itu, aktiviti CSR, budaya korporat dan komitmen afektif yang mempengaruhi prestasi korporat, adalah topik yang belum lagi diterokai sepenuhnya dalam literatur. Oleh itu, objektif utama penyelidikan ini adalah untuk mengkaji pengaruh langsung aktiviti tanggungjawab sosial (CSR) syarikat minyak dan gas Yaman terhadap prestasi mereka serta pengaruh tidak langsung terhadap prestasi mereka terhadap budaya korporat, dan komitmen afektif. Sebanyak 339 pekerja dari tiga syarikat minyak dan gas Yemen (Penjelajahan dan Pengeluaran Lebih Selamat, Perto-Masila dan YLNG.) Diambil dari sampel berstrata secara rawak. Dengan menggunakan reka bentuk kajian deskriptif, borang soal selidik dibangunkan untuk mengumpulkan data; bahagian pertama merangkumi maklumat demografi responden dan selebihnya terdiri daripada borang soal selidik dengan 42 item, dinilai pada kategori jenis 5-Likert, disesuaikan dari skala yang telah ditetapkan dan telah digunakan dalam kajian sebelumnya. Data dianalisis menggunakan statistik deskriptif, Exploratory Factor Analysis (EFA), Confirmatory Factor Analysis (CFA) dan prosedur Structural Equation Modeling (SEM). Hasil kajian menunjukkan bahawa instrumen kajian adalah sah dan boleh dipercayai. Kajian ini mendapati bahawa tanggungjawab ekonomi dan tanggungjawab sosial mempunyai pengaruh langsung terhadap prestasi syarikat minyak dan gas Yaman. Walau bagaimanapun, kedua-dua tanggungjawab Filantropik dan alam sekitar tidak mempunyai pengaruh langsung terhadap prestasi syarikat minyak dan gas Yaman. Mengenai kesan tidak langsung, tiga dimensi CSR (tanggungjawab ekonomi, tanggungjawab sosial dan tanggungjawab Filantropik) mempunyai kesan tidak langsung yang signifikan terhadap prestasi syarikat minyak dan gas Yaman melalui budaya korporat dan komitmen afektif. Walau bagaimanapun, tanggungjawab terhadap alam sekitar menunjukkan kesan yang tidak signifikan terhadap prestasi syarikat minyak dan gas Yaman melalui budaya korporat dan komitmen afektif. Oleh itu, kerajaan Yaman disarankan untuk membangunkan polisi-polisi CSR yang disesuaikan untuk mendorong penerapan amalan CSR oleh syarikat. Akhir sekali, implikasi teori dan praktikal penemuan dan cadangan ini telah dibincangkan.

ABSTRACT

Yemen has experienced drastic decline in natural resources (oil and water). Due to the economic distress and social challenges that Yemen is facing, it is very important to understand the complex connection and interdependence of the CSR pillars (economic growth, social development, philanthropy and environmental protection). Corporations can achieve long-term growth by maintaining CSR activities and achieving corporate performance. Furthermore, the area of CSR activities, corporate culture and affective commitment impacting corporate performance, is a relatively unexplored area in the literature. Therefore, the main objective of this research is to examine the direct influence of Yemeni oil and gas companies' social responsibilities (CSR) activities on their performance as well as the indirect influence on their performance through corporate culture, and affective commitment. A total of 339 employees from three Yemeni oil and gas companies (Safer exploration and Production, Perto-Masila and YLNG.) were drawn from a stratified sample randomly. Adopting the descriptive research design, questionnaires were developed to collect data; the first part covers the demographic information of the respondents and the remaining consists of questionnaires with 42 items, rated on 5-Likert type categories, adapted from established scales which have been validated and used in previous studies. Data were analysed using descriptive statistics, Exploratory Factor Analysis (EFA), Confirmatory Factor Analysis (CFA) and Structural Equation Modeling (SEM) procedures. The results indicated that the research instrument was valid and reliable. The study found that both the economic responsibilities and social responsibilities have a direct significant influence on Yemeni oil and gas companies' performance. However, both the Philanthropic and environmental responsibilities do not have a direct influence on the Yemeni oil and gas companies' performance. Regarding the indirect impact, three CSR dimensions (economic responsibilities, social responsibilities and Philanthropic responsibilities) have significant indirect effect on the Yemeni oil and gas companies' performance through corporate culture and affective commitment. However, the environmental responsibilities showed insignificant effect on the Yemeni oil and gas companies' performance through corporate culture and affective commitment. Hence, Yemeni government is advised to develop CSR-related policies tailored to encourage the adoption of CSR practices by companies. Last but not least, theoretical and practical implications of these findings and recommendations were discussed.

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LIST OF ABBREVIATIONS

CSR	Corporate social responsibilities
GDP	Gross domestic product
IT	Information technology
MNC	Multinational companies
NGO	Non-government organization
OPEC	Organization of the petroleum exporting countries
OECD	Organization for economic cooperation and development
CSR	Corporate social responsibilities
UNP	United national party

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