PSYCHOLOGICAL CHARACTERISTICS AND WORK SITUATION FACTORS AS CORRELATES OF PARTICIPATIVE CORPORATE SOCIAL RESPONSIBILITY BEHAVIOR IN AVIATION STAFFS

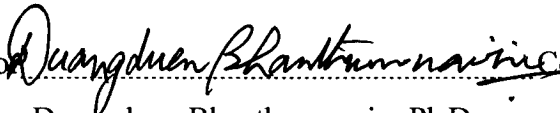**Soranat Muangkhot**

PSYCHOLOGICAL CHARACTERISTICS AND WORK SITUATION FACTORS AS CORRELATES OF PARTICIPATIVE CORPORATE SOCIAL RESPONSIBILITY BEHAVIOR IN AVIATION STAFFS

Soranat Muangkhot

School of Social and Environmental Development
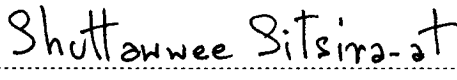
Associate Professor .... Major Advisor

(Duchduen Bhanthumnavin, Ph.D.)

The Examining Committee Approved This Dissertation Submitted in Partial Fulfillment of the Requirements for the Degree of Doctor of Philosophy (Social Development Administration).

Professor .... Committee Chairperson

(Duangduen Bhanthumnavin, Ph.D.)

Associate Professor .... Committee

(Duchduen Bhanthumnavin, Ph.D.)

Associate Professor .... Committee

(Shuttawwee Sitsira-at, Ph.D.)

Associate Professor .... Dean

(Phichai Ratnatilaka Na Bhuket, Ph.D.)

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ABSTRACT

Title of Dissertation	Antecedents and Consequences of Participative Behavior Related to Corporate Social Responsibility Projects of Ground Staffs in Thai Airways International
Autor	Mr. Soranat Muangkhot
Degree	Doctor of Philosophy (Social Development Administration)
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Corporate social responsibility (CSR) currently is one of the most important missions of large companies to develop and balance their profits back to generate sustainable development for society. The success of this mission is mainly depend on the participation of their organizational members. This study aimed at investigating the antecedents and consequences of participative behavior related to CSR of ground staffs in Thai Airways International, Results from path analysis reveal fit model ($\chi^2 = 58.201$, df = 45, p-value = 0.0895, RMSEA = 0.026, CFI = 0.991, TLI = 0.981, SRMR = 0.048) and summarized as follow 1) Model supported the interactionism paradigm in terms of both psychological trait latent and situational factor latent directly and indirectly effect participative behavior related to CSR latent and outcome latent. 2) Psychological trait latent displayed the highest path coefficient to the outcome latent, followed by participative behavior related to CSR latent and situational latent which all together could explain the variance of the outcome latent for 34.2% 3) Psychological state latent displayed the highest path coefficient to the participative behavior latent, followed by situational latent and psychological trait latent which all together could explain the variance of the participative behavior related to CSR latent for 68.5% 4) In details, the findings suggested the importance of reducing materialism, enhancing supervisory social support, and heightened attitude towards CSR project to improve participative behavior relating to CSR in this organizational members.

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CHAPTER 1

INTRODUCTION

1.1 Background and Signification of the Research Problem

Several years ago community has started demanding that For-profit organizations needed to be responsible for society more because it seemed that their objectives and operations intended only profits as their goal regardless of common interest. The consequence showed that people in community resisted these organizations, finally they stopped their operations. In the other hand, the organizations which fairly operated for the common interest and tried to support or operated community service activities, everything was going well. That was the community would support the organization which operated public service activities more than organizations which no had public service activities.

Based on earth summit, there were demands from many sectors to drive the business organizations paid attention to social and environmental problems, not only intended profits as their goal. It was called Corporate Citizenship, or Responsible Corporate Citizenship, or Corporate Social Responsibility, or abbreviation as CSR which was interpreted in Thai as the responsibility of business to society (Chanthorn, 2009).

There were many definitions of Corporate Social Responsibility (CSR). World Business Council Sustainable Development (WBCSD) defined CSR as the determination of business organizations to sustainably develop economy by taking care of their staffs including staffs' families through community and society for that better quality of lives (WBCSD, 2002).

Thaipat Institute, Public-interest organization in Thailand researched in the topic CSR, defined CSR as to effectively develop business under accurate, transparent, and ethical conditions by considering interested people in business for the common interest (Thaipat Institute, 2006).

The concept of CSR has been much mentioned in Thailand after all 4 to 5 years. Before that there was the campaign against Good Governance (GG) and Corporate Governance (CG) for private organization. In 2008, Office of The Public Sector Development Commission (OPDC) by Government sector proposed the policy of Organizational Governance (OC) to improve administration in which these 3 issues had been same or different way in practice and related each other.

The tendency of CSR in Thailand was cited in Prachachat Newspaper from the interview of Mrs. Pattreeya Benjaphonchai, Managing Director of The Stock Exchange of Thailand, that nowadays in Thai Society there were not much investment in CSR business, but there was a signal. That might because their CSR activities were unclear, except big organization which had done CSR activities for a long time. Now in Thailand there were two funds as ING fund that considered investment in Corporate Governance (CG) which included CSR, while MFC fund tried to manage Green Fund which considered investment in environment. The Stock Exchange of Thailand has been the first institute to award organizations which admirably operated CSR since 2006 in SET exhibition and has been doing continuously. As the sequel of Corporate Governance (CG) with continuous support by SET, the debut was the Corporate Social Responsibility Institute (CSRI) that supported CSR concept. That effected many organizations which demanded investment fund in SET, for example, Thai Beverage Public Company, the producer and distributor of Chang and Archa Beer, would like to be listed company in SET. After much resistance in several years ago, now the company had registered capital as 2.9 ten billion Baht. And, after being on SET list, company expected to have high market capitalization as one hundred billion baht. For the result that company announced to emphasize Corporate Social Responsibility (CSR) broadly through mass media, not only for registering with SET to put on an act, but company formally appointed division to be responsible for CSR including controlling advertisement which prohibited broadcasting conduced towards changing advertisement format. There were 4 main fields of CSR activities as following; society, sport, public health, and art & cultural with statement 200-300 million baht a year. It showed that this was the good role model of Government sector that awarded CSR activities because it made Private sector turn to emphasize and manage statement for CSR support (Prachachat Newspaper, 2009).

Although many sectors attached importance to CSR activities by operating CSR projects in order that staffs participated to response and develop community, there were a few problems, especially the problem of CSR project participant behavior

Thai Airways International Public Company Limited was an aviation business which sought the incomes, profits, and fund from the Stock Exchange of Thailand, therefore the company attached importance to sustainable CSR. There were many CSR projects arranged by Thai Airways Intl PCL. such as; "Love from Thai Airways to border community", "Thai Airways relive the land Project", "TG Police Support Unit (TG PSU)", etc. to response society. Moreover, the company did Sustainable Development Report (SD Report) annual 2012 (Annual account 2012 between 1st January – 31st December 2012) which was the second issue after the first was issued on 25th April 2012.

However, Thai Airways Intl PCL was facing the problem that was the attempt to support staffs with CSR consideration to participate CSR projects which arranged by company or related institutes. It could be said that although some of staffs could consider and participate CSR projects, there were still many staffs who ignored and disjoined the projects.

Hence, this research studied endogenous factors and exogenous factors in terms of Psychological trait and Situational factor among Thai Airways staffs, especially among ground staffs who related to Corporate Social Responsibility behavior of CSR projects by Thai Airways Intl PCL. It would be advantage to find the causal factors of CSR behavior towards projects leading to propose policy in management to more support staffs with CSR consideration, positive attitude towards and participation in CSR projects of company.

Nevertheless, to search study works regarding CSR in Thailand via database Thailis, there were 175 researches found on 13th April 2014. When explored the topic researches, there were both qualitative and quantitative researches. For quantitative researches, most of works were the survey researches more than works which studied the causal factors of CSR example as; the survey of opinion and consideration towards CSR (such as Chanthorn, 2009; Sumpaophon, 2010), the survey of staff participation in CSR projects (such as Angkatapimon, 2009; Niwatchareunchaikul, 2003), and the research which studied the consequence of CSR in terms of organizational image (such

as Thanaanuntrakul, 2009; Viengin, 2008), etc. But there were very few researches which studied the causal factors of CSR behavior among organizational staffs, also, there no had study of CSR participant behavior among staffs of Thai Airways Intl PCL.

1.2 Objectives of Research

1.2.1 To pinpoint the predictors in terms of psychological characteristics and situational factors, and the predictive percentage, as well as magnitude, on corporate social responsible behavior.

1.2.2 To study direct and indirect effects of psychological characteristics and situational factor on corporate social responsible behavior.

1.3 Expected Benefits

1.3.1 To realize which factors of Psychological trait and Situational factor related to Corporate Social Responsible Behavior, how were their relationship, and how much of their relationship.

1.3.2 To be the basic for future studies to guide organizational development plan for all staffs in organization understanding Corporate Social Responsibility in order to develop business along with sustainable social development and well-being.

1.3.3 To recommend development policy or guideline to support Corporate Social Responsible Behavior among staffs in Thai Airways Intl PCL or correspondent staffs.

1.4 Related Literature

The purpose of codifying related studies and researches were as following;

1) To define operational definitions of the corporate social responsible behavior among ground staffs, and

2) To examine the relationships between variables between independent variables and dependent variables as following details.

1.4.1 Corporate social responsible behavior: Variables, meaning, and measurement

To do common interest was the precious thing what all people should do for peaceful society. Many organizations formerly intended only profits as their goal which was the benefit for some people group only, but at present these organizations had a concept towards public benefits. This concept was called "Social responsibility" that usually organizations wanted their staffs to participate many corporate social responsible projects.

For the concept of participation, there were many academicians presented procedure of participation, for example; Cohen and Uphoff (1980, p.219-222) presented participation was divided into 4 procedures as 1) Decision making was the process that people joined to plan the purpose, to propose the policy or trend together leading to the next practice, 2) Implementation was the process that people started to do for achieving the agreed purposes, 3) Benefit was the process that people cooperated to conserve the achievement which was operated, 4) Evaluation was the cooperation in analysis and evaluation of procession. Moreover, there was a proposer who presented correspondent procedure of participation such as Burikul (2008).

In the big organization such as Thai Airways Intl PCL., participation of staffs was to join the CSR projects which had been proposed by organization already. So, this research would emphasize the participation in process of operations or practices.

Cooperation to do something might be called the support to do that thing. One of important concept regarding to support was social support. The concept of social support had been used since 1976, especially in Medical Profession (Cassell, 1976). Today, there were more studies of social support in Thailand which had been started studying about social support in Behavioral Psychology since 1989 (Nirunthawi, 1989). social support was classified into 3 dimensions (Bhanthumnavin, 2000), as firstly, emotional support was the expression of attention, care, acceptance, and sympathy which made others feel happy, pleasure, and relieve distress. Secondly, informational support was to inform important or useful document, as well as to consult, recommend, and warn. Thirdly, Material support was the concrete support such as thing donation, acting, or money donation.

Staffs were able to support 3 of those cooperate social responsible dimensions. In this research, Social responsible behavior was divided into 2 variables as 1) Direct social responsible behavior, and 2) Indirect social responsible behavior, as the following details;

        1.4.1.1 Direct social responsible behavior: Variable, meaning, and measurement

To support social cooperation would lead to feel self-esteem, stable, and safe life. CSR participation could be divided in concrete such as a favor acceptance with information and money from colleagues, moreover, the abstract demands through feeling and mind such as understanding colleague, or acceptance from supervisor, activity participation, self-esteem, etc. (Thoist, 1982: 145-146).

To support which emphasized in giving classified as 3 fields like, firstly, Affection was the expression of being accepted, esteem, praise with love, and agreeing with appropriate actions. Secondly, Affirmation was the expression of giving acceptance as well as agreeing with appropriate actions. Finally, Aid was to give favor by objects, things, information, time, or labor.

To support which was in concrete emphasized helping with materials such as clothes, medicines, stationary, etc. (Chanchamlh, 2000). It was included helping with money which could change into things. Besides, there was important helping in concrete like manpower (Bhanthumnavin, 2000).

In CSR projects of Airway organization, staffs could directly participate in projects example; staffs could help by manpower like loading things to aircraft, being donated recipient, being volunteer to go field work where needed help, or being in place of others who went to CSR projects. Besides, staffs who could not help by manpower because they might have personal or working missions, they could help by donating something or others including money to support projects. That was the direct support CSR projects.

In this research, Direct social responsible behavior meant the report of direct action of ground staffs that helped and supported CSR projects arranged by organization divided into 2 field as 1) Materials like; to find things for donating, to donate money, etc., and 2) Labor like; to join fieldwork of CSR projects, to find free

time to join CSR projects although being busy, etc. Researcher conducted the rating scale test which composed of 6 rates from "Absolutely True" to "Absolutely Not True".

1.4.1.2 Indirect social responsible behavior: Variable, meaning, and measurement

Social support except donating things, donating money, and manpower, organizational staffs could indirectly support CSR projects that were emotional support and informational support.

Staffs in Airway organizations always worked shifts that might make the difficulty of direct project participation. Someone would like to join project fieldwork, but they could not due to unpreparedness or other reasons. However, they could help in emotional support such as sympathizing with colleagues who were the volunteer to join charity, accepting and supporting good actions of colleagues, etc. Moreover, informational support also was indirect social support such as informing date, time, and location of CSR projects, informing how to donate things and money, and suggesting how to go joining the projects, etc.

In this research, Indirect social responsible behavior meant the report of indirect action of ground staffs that helped and supported CSR projects arranged by organization classified into 2 field as 1) Emotional support like; to cheer up colleagues who joined the CSR project, etc., and 2) Informational support like; to give information, knowledge, comprehension, recommendation, suggestion of practice regarding to CSR projects, etc. Researcher conducted the rating scale test which composed of 6 rates from "Absolutely True" to "Absolutely Not True".

1.4.2 Conceptual framework of corporate social responsibility behavior

The integrated causal research of Psychological trait and Situational factor regarding Social responsible behavior and Outcome was formed with Interactionism Model of Magnusson & Endler (1977). That was the main concept which believed that there were 4 important determinants of human behavior as follows; 1) Situational Factors or surrounding environment such as people around us, or past and present situations which might support or obstruct desirable behavior. 2) Psychological Traits was the characteristic which had been nurtured and educated through social institute since the past. 3) Mechanical Interaction of situational factor and psychological trait

that people were facing then effected to human behavior. This kind of interaction could figure the variance of integrated influence between both causal factors by mental and behavioral statistics. 4) Psychological States or Organismic Interaction was the people's mental characteristic which could vary along facing situations in present (Bhanthumnavin, 1998) (Figure 1.1).
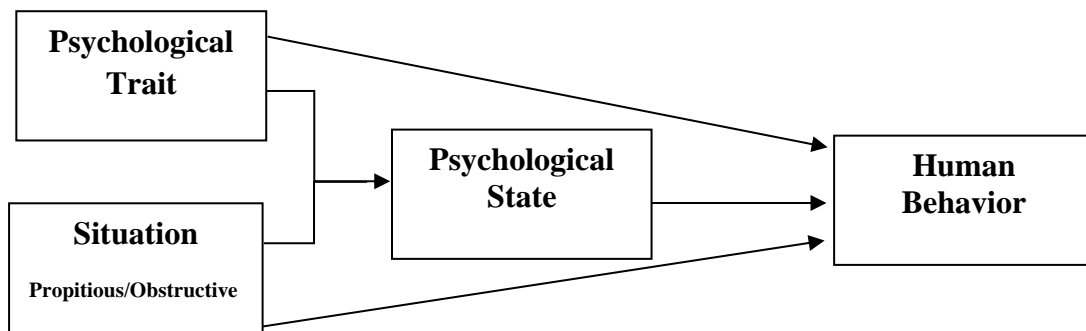
Figure 1.1 Interactionism Model
Source: Bhanthumnavin, 1998, p. 11.

        1.4.2.1 Influences of situational factors on psychological states and corporate social responsible behavior

This part was to codify related studies and researches regarding situational factors as 3 variables, as follows, 1) Perceived organizational support, 2) Perceived supervisory social support, and 3) Social Norm; and Psychological state as 3 variables (Attitude towards social responsible behavior, Attitude towards social responsibility project, and Attitudinal gratefulness); and Corporate social responsible behavior. As the following details;

        1) Perceived organizational support on psychological states and corporate social responsible behavior

        Receiving support from organization or doing organizational activities was the important thing to communicate to their staffs. The perception of organizational support would boost staff morale to organizational operation.

        Many academicians studied Organizational support, especially the group of Eisenberger et al. (1986). They defined organizational support as the organizational member perceptions as following, 1) looking after personnel,

2) supporting or regulating to be propitious for working, and 3) building environment to be propitious for working. Besides, organizational support related to work atmosphere at workplace as well (Litwin and Stringer, 1968: 1) Organizational atmosphere was the organizational environment which was perceived by staffs and usually influenced motivation for working. And, Scott and Conner (1985) indicated that organizational atmosphere was the social relationship among staffs in organization or between organization and people who related organizational atmosphere that could be built and adjusted to meet staffs' demand in order to increase working efficiency. While, Brown and Moberg (1980: 667) presented organizational atmosphere was the group of characteristics within organization in which staffs were able to perceive those characteristics and tell the details or the differences in a period that would influence staff behavior.

The research resulted showed that to perceive organizational support of staffs related to attitude towards work behavior (Beheshtifar & Zare, 2012), because organizational support was the important resources of staffs to do activities and operation for organizational achievement. The support such as; being praise; supporting policy for time, equipment, or budget; looking after; being honor, would boost staff morale and well-being (Brown & Leigh, 1996) which made organizational staffs be happy and love working in organization. The similar result was found as well in Thai researches which studied in Government sector (Bhanthumnavin, 2004; Chalanukrua, 2008) and Private sector (Yimwattana, 2014). Moreover, there was Thai research found that when organization operated projects which letting staffs participate. Staffs would have more positive attitude towards the projects if they perceived those projects operated by their organization (Klinthong, 2006).

The past research result also presented the organizational support related to desirable behavior in organization, for example, the research of Yimwattana (2014) studied 200 staffs of Expressway Authority of Thailand (EXAT). The research result showed that Perceived organizational support had positive statistic significant relationship with work dedication behavior. The correspondent results were found in foreign studies as well, for example, the research of Byrne and Hochwarter (2008) studied 1,256 American staffs. It was found that staffs who more perceived organizational support had more good-citizen behavior and had very good work

performance. Also, in recent, the similar research result was found (Arshadi, 2011; Uppal, 2017).

According to codifying related studies above, it showed organizational support related to desirable attitude and behavior of employees in organization. Thus, for this research, it could be expected that staffs who perceived more organizational support report favorable attitude towards work and favorable attitudes towards projects

2) Perceived supervisory social support on psychological states and corporate social responsible behavior

Supervisory social support was concordantly defined as the social support, for example, Kaplan, Cassel and Gore (1977: 50-51) presented meaning of social support that was the appreciation in social basic minimum needs of each person depending on social environment such as being loved, being praise, being one part of society, and being safe. Kahn (1979:77-78) interpreted meaning of social support as purposeful interaction between persons made the positive relationship from person to another and helped each other by money or other things in which it could be happened by only one situation or more than. Cobb (1976) defined meaning of social support as news or information which made people believe that they got love and interest, they were praise and valuable, and they were one part of society.

Supervisory social support would be concordant with social support definition of concept's House and Kahn (1985: 201). They divided social support into 4 fields as firstly, Emotional support meant the intimacy by listening, praising, and understanding. Secondly, Instrumental support was the material support such as money, things, and labor meant the helping behavior for needs of aid recipients in concrete. Thirdly, Informational support meant the aid with information and advice in order to be benefit of problem resolving. and fourthly, support of self-evaluation and behavioral comparison meant to retrace information for self-evaluation leading to be self-confident.

In this research, Supervisory social support meant the perception among ground staffs that their supervisor supported them to participate CSR projects arranged by organization such as informing about project arrangement, praising staffs

who participate projects, etc. Researcher conducted the rating scale test which composed of 6 rates from "Absolutely True" to "Absolutely Not True".

Supervisor was the person who had administrative power covering performance appraisal. To be accepted and supported by supervisor in operations regarding to organizational policy would make staffs more love working and have working moral. Many research results presented Perceived supervisory social support related to Attitude towards working behavior, for example, research's Çakmak-Otluoğlu (2012) which studied 380 Turkish staffs showed that staffs who perceived much supervisory support would have more morale in working and more working relationship. The similar results were found in many studies like, Ladebo (2008); Kalidass & Arsiah (2015); Kang, Gatling, & Kim (2015); Yasar et al. (2014), including Thai studies like, Phan-iam (2017); Krongboonying & Lin (2015). Besides, the result of Klinthong (2006)'s research which studied 485 government officers showed that the perception of colleague support including supervisor had positive statistic significant relationship with attitude towards projects as well.

Furthermore, there still were research results presenting Supervisory social support related to working behavior, example as, the research result's Thipkachaporn (2016) which studied 444 local administrative officers showed that the perceived supervisory social support had positive statistic significant relationship with prospective working behavior. Also, the correspondent result was found with the dedicated working behavior among working-age people by Sarathoy (2015), and Saleem & Amin (2013) as the foreign study with similar result.

According to codifying related studies above, it showed that supervisory social support related to desirable attitude and behavior in organization. Thus, for this research, it could be expected that staffs who perceived much supervisory social support would have positive attitude towards work and projects operated by organization and have desirable work behavior more than staff who perceived less supervisory social support.

3) Social Norm on psychological states and corporate social responsible behavior

Human was the living thing which was gregarious. Each their action usually affected each other. Not only behavior of each person was caused by

personal feeling and demands, but also behavior was caused by the perception that person could recognize surrounding people's demands like; what did they want person to do or not to do? This perception of surrounding people's expectation was called Descriptive norm.

The perception of surrounding people's expectation especially in organization related to feeling in working. The research result of Chalanukrua (2009) was found that the chief of Health Promoting Hospitals who much perceived descriptive norm would have much positive attitude towards working as well. For foreign study, Lam, Pine, and Baum (2003) also found the perception of descriptive norm related to working satisfaction.

In addition, the perception of surrounding people's expectation related to donation behavior. The result of research's Agerström, Carlsson, Nicklasson and Guntell (2015) which studied 196 Swedish college students showed that students, who perceived that others donated to charity, would be much possible to donate too. The correspondent result was additionally found in research of Nook, Ong, Morelli, Mitchell, & Zaki, 2016. Likewise, the similar result in Thai research of Wachirathanin (2003) was presented those undergraduate students who perceived model of volunteer behavior from others would usually report themselves as much volunteer behavior too.

According to codifying related studies above, it could be seen that to perceive descriptive norm from surrounding people related to charity attitude and behavior. Thus, for this research, it could be expected that staffs who perceived much social norm would have positive attitude towards work and have social responsible behavior more than staff who perceived less social norm.

From all reviewed researcher studies above, it could be seen all 3 variables of situational factor directly related to behavior as well as indirectly via psychological states.

    1.4.2.2 Influences of psychological trait on psychological states and corporate social responsible behavior

The academician gave consistent opinion that human behavior was affected by mind. Hence, human psychological trait was the important cause towards desirable behavior. So, Psychological trait as the causal factor of Psychological state

and social responsible behavior was included Misconception of social responsibility, Core self-evaluation, and Materialism.

1) Misconception of social responsibility on psychological states and corporate social responsible behavior

Conception was the important basis to have appropriate psychological state and behavior. Intelligence was the important basis of psychological state and good-smart person behavior according to Tree Moral Theory (Bhanthumnavin, 1993). Intelligent people were usually able to much reasonably analyze. However, there still were many people who misunderstood. or, it was called Misconception.

Misconception, there were several causes. Mostly, it had been carried along since childhood such as misunderstanding information from adults, unscientific believes, etc. Misconception was divided in 5 types 1) Preconceived Notion, receiving faulty information since childhood; 2) Nonscientific Belief, unscientific belief and conservatism; 3) Conceptional Misunderstanding, wrong understanding of something; 4) Vernacular Misconception, wrong understanding of word or sentence meaning; 5) Factual Misconception, wrong understanding of the real in the subject (National Research Council. 1997).

The studies of Misconception of social responsibility were rarely found. Nevertheless, there was research of Bhanthumnavin (2015) which studied misconception. The researcher defined misconception as the misunderstanding in research that was the perception regarding research mistakes in terms of wrong meaning, reliability assessment, and research processing. It was found that misconception of research was the important predictor of self-organization to participate Research class among 500 graduate and doctoral students. The result showed that students who had less misconception of doing research would be much well organized. Also, students who had less misconception of doing research, would have much attitude towards research doing, much readiness to do research, and much moral unique.

According to codifying related studies above, it was seen Misconception of doing research related to attitude, readiness, and behavior. Thus, for

this research, it could be expected that staffs report less misconception of social responsibility have corporate social responsible attitude and behavior.

2) Core Self-Evaluation on psychological states and corporate social responsible behavior

Core Self Evaluation was the individual characteristic in which evaluator thought oneself was talented, valuable, and able to control self-life. This was quite new concept which was important to result of both person and organization. Core self-evaluation was evaluated by characteristic with 3 conditions as 1) Evaluation-Focus -was the estimation which included personality assessment, 2) Fundamentality or the resource of characteristic underneath performance, and 3) Breadth or Scope (Judge, Locke and Durham, 1997: 151-188). Core self-evaluation was the variable regarding to characteristic that could be the important factor to explain the level of variance in the relationship between persons and self-understanding. However, the variable regarding personality was the medium of relationship between Subjective Well-being and Physical-Mental Health. Concept of core self-evaluation would be widthwise personality indicating to personal characteristics (Judge, Van and De Pater, 2004: 327-347).

Core self-evaluation was held by own person (Judge, Locke and Durham, 1997: 151-188; Judge, Van and De Pater, 2004: 327-347) consisted of 4 aspects; 1) Self-esteem was the perspective of value and self-personality, 2) Generalized Self-Efficacy was to approximate self-capacity which could do and achieve indicating positive evaluation that person could adapt and stimulate oneself to accomplish, 3) Internal Locus of Control was the level of the personal belief beyond environment and destiny due to believing in oneself that was able to control living factors, and 4) Emotional Stability was the Low Neuroticism reflecting the tendency of confidence, safety, and stability.

Sivastava, Locke, Judeg and Adams (2010: 256) thought core self-evaluation meant overall characteristics as the wild scope that was the basis to define personality and was the Bottom-line (the Final evaluation), or it could be told that was the judgment regarding a person. While, Kammeyer-Mueller, Judge and Scott (2009: 178) told that core self-evaluation meant Chronic Beliefs about the Self, Control, and Outcomes that reflected important elements of An Individual's View towards world

and own capacity for achievement and effected to the handle-strain format in life as well. And, Robbins and Judge (2009) thought core self-valuation meant one of characteristics which performed different level of person who liked or disliked oneself or looked at oneself as being able and effective or not or felt that oneself was powerful or powerless in the control own environment.

The research regarding to core self-evaluation of Judge, Erez, Bono and Thoresen (2003: 303-331) was developed estimator Unidimensional Scale which was Direct estimation with 12 items in order to compare with 4 Dimensional Scale which was Indirect estimation, then was figured out the relationship with job satisfaction, performance, and life satisfaction. Their result showed that core self-evaluation which estimated with Unidimensional Scale related to job satisfaction, performance, and life satisfaction. Also, it was found that result of Unidimensional Scale accurate with the result of 4 Dimensional Scale that was in accord with the research of Sheykhshabani (2011) and Wangpirawong (2010).

The past research results showed that core self-evaluation related to variables in the group of Psychological state particularly attitude (Oyler, 2007), for example, the research of Zhang, Wu, Miao, Yan, and Peng (2013) which studied 312 Chinese militaries found that core self-evaluation had direct effect to job satisfaction (Path coefficient value as 0.40, $p < .05$). As well, Judge, Erez, and Bono (1998) presented people who had much core self-evaluation would have much work motivation leading to good work performance. To have good work performance would make people be proud and like what they were working. And, the research of Bono and Judge (2003) showed that core self-evaluation had moderate relationship with job satisfaction and had low positive relationship but statistically significant with work performance. Furthermore, Judge, Bono, Erez and Locke (2005) also found that core self-evaluation had direct effect to job satisfaction.

Judge (2009) also presented core self-evaluation related to success in working. It meant that people who got much core self-evaluation would be much successful in working which reflected much working behavior to meet the organizational target. Kacmar, Collins, Harris and Judge (2009) also found that core self-evaluation had positive relationship with working performance, based on studying among 226 American staffs.

According to codifying related studies above, it showed Core self-evaluation related to attitude, and working behavior. Thus, for this research, it could be expected that staffs who had much core self-evaluation would have positive attitude towards work and social responsible behavior more than the staffs who had less core self-evaluation.

3) Materialism on psychological states and corporate social responsible behavior

Materialism could be defined into 2 terms as social and economic. For economic term, it was to indicate value of personal happiness. For social term, it could be considered as following; many academicians presented point of view towards materialism, such as Belk (1984, 1985) who attached importance to explain meaning of materialism. Belk (1984) told based on feeling towards materialism, it was the individual characteristics such as occupation, jealousy, and tightness, besides materialism was considered as attaching importance. Conversely Ward and Walkman (1971) defined the materialism as the materials were objects, money, and treasure which were important to make life happiness in society. Hence, Materialism was the determination of happiness and success in life (Chaplin and John, 2007); John, 1999).

Previous study in Thailand found that materialism was negatively related to moderation practices as sufficiency economy in 9th grade students. (Chinsiriphan, 2012).

According to codifying related studies above, it showed that Materialism related to Psychological state, and social responsible behavior. Thus, for this research, it could be expected that staffs who were much materialism would have less social responsible behavior.

1.4.2.3 Influences of psychological state on corporate social responsible behavior

Psychological state was mind which changed by the situations and was the characteristic which intimately related to behaviors. The variables were established in this research namely, Attitude towards social responsible behavior, Attitude towards social responsibility project, and Attitudinal gratefulness. The codified studies regarding Social responsible behavior were as following details;

1) Attitude towards social responsible behavior on corporate social responsible behavior

Attitude was the concept in which social psychologists used as the instrument for understanding human behaviors. Because people would do something, it depended on their belief regarding benefits, satisfaction, and readiness (Fishbein and Ajzen, 1975). Attitude meant the state of mental preparedness which was the determination of personal response direction towards people, things, or situations that caused of learning through cultures, traditions, experiences with both positive and negative ways, or caused of imitation of their favorite people. Allport (1961) told that attitude was the tendency of behavioral expression towards anything. While, Good (1973) indicated attitude was included situations and social values as well.

The word "Attitude" (Bhanthumnavin, 1988: 125-127) meant one type of Psychological state which was the feeling of satisfaction or dissatisfaction towards something. This feeling caused of the evaluated awareness that was to know how much advantageous something was, and people readied to do something in accord with their likes or dislikes when they felt satisfied. Vanindananda (1991: 215) cited Attitude was one of personal Psychological state which caused of the evaluated awareness towards something based on advantage and disadvantage that made the inclined feeling to the like or satisfied side towards those things. It could be said attitude was the personal thoughts consisted of emotion towards anything.

Attitude also meant (Suwannachata, 2001: 83) the mental condition in case no any effects from other attitudes. While people were being in the situation harmonized with that attitude, it would be able to forecast their behaviors because behavior was the direct response from that attitude. And, there also were many Intervening Variables in the relationship between attitude and behavior like; norms, roles, social members, or referable group member, even subculture, etc.

Nevertheless, situations which effected mind were the perception or awareness before people behaved in that way. That was not the direct effect to behavior. For this case, Behavioral psychology provide the related psychological state in which Ajzen and Fishbein (1980: 5-11) called Attitude toward the Behavior or AB which meant the positive and negative assessment of human behavior. Attitude could be divided into 2 important distributes; as 1) Direction meant

there were directions to be positive or negative, good or bad, liked or disliked, ready to support or obstruct; and 2) Quantity meant the strength or intensity of attitude towards positive or negative ways. For 4 important attributes based on Suwannachata (2001: 87)'s study classified as 1) Attitude was the predisposition to respond towards particular situation or thing, 2) Attitude would be persistent over time but it did not mean no change, 3) Attitude was the latent variable leading to the accordance between behavior and feeling, and 4) Attitude was qualified to motivate people to assess and choose something that was the direction of real behaviors.

For 3 attitudinal components; 1) Cognitive Component was the personal knowledge or belief regarding to the purpose of attitude object which might be objects, people, or events that was the knowledge consisting of directions like advantageous or disadvantageous, good or bad, in order to assess that things; 2) Affective Component was the personal emotion regarding to attitudinal objects such as likes or dislikes, satisfaction or dissatisfaction which was normally accordant to the direction in the first component; 3) Action Tendency Component was the readiness to do after, when people got the awareness of assessment and feeling of likes or dislikes towards something. Vanindadnanda (1994: 198-199) mentioned attitude could not arise without the stimulations. Hence, it could not assess attitude unless it would identify what kind of attitude towards such as something, someone, or some situations. The past research result indicated attitude related to desirable behaviors such as, Foster child Behavior to abide by the rules (Keskomon et al., 2008), Virtue oriented Behavior (Bhanthumnavin, 2008), social support Behavior (Bhanthumnavin, 2004), Flight safety Behavior (Muangsringarm, 2009), Work safety Behavior (Sripornngarm, 2004), Ethical work Behavior (Poondej, 2009). The study result of Thammawong (2001) was found that positive attitude towards work was the first important predictor. When predicted together with Psychological trait and situational factor consisted of 6 variables, it could predict moral nursing behavior as the value 51.1% in total group. For the research result of the effect of Crew Resources Management (CRM) to attitude towards safety of flight attendants, Ford & Henderson and O'Hare (2014) suggested the prediction of attitude towards safety could be applied in CRM training for being the important instrument to increase positive behavior in working.

Furthermore, it was found that person who had much positive attitude towards working behavior would be more working behavior (Iadbua, 1991; Na Wanjan, 1993; Pinpradit, 2002). The Phobang (2007)'s research result which studied 372 finance and accounting officers was found that positive attitude towards moral working behavior was the first important predictor of working behavior. or, the research result of Leesattrupai (2009) which studied 754 municipal officers showed that attitude towards working behavior had positive effect to working behavior. As well, the research of Kittikemakorn (2010) studied 300 academic support staffs found that attitude towards work in terms of working responsibility and attitude towards work in terms of participation had relationship with working behavior (r=.55 and r=.26 respectively).

According to codifying related studies above, it was seen that people who had much positive attitude towards behaviors like working behavior would have better working behavior. Thus, for this research, it could be expected that staffs who had much positive attitude towards social responsible behavior would have social responsible behavior.

2) Attitude towards social responsible project on corporate social responsible Behavior

To have positive attitude towards social responsible project made organization realize to launch projects or to participate social responsible projects that effected the expression of social responsible behavior. The responsible people to participate projects would make surrounding people, colleague, and sponsors gladly help together.

The result of research's Bhanthumnavin which studied 316 Math teachers in Junior high school showed that teachers who had positive attitude towards seminar course would have much social responsible behavior. The correspondent result was found in research of Klinthong (2006) which studied 485 government officers. The result showed that positive attitude towards Follow the King's Footstep Project had positive statistic significant relationship with social support behavior to colleague and public service support behavior. Also, it was found that gratitude was the first important predictor of dedication behavior in social support to colleague and behavior.

According to codifying related studies above, it showed that positive attitude towards projects related to other support behavior or helping behavior. Thus, for this research, it could be expected that staffs who had much positive attitude towards social responsible project would have much social responsible behavior.

3) Attitudinal Gratefulness on corporate social responsible behavior

Gratitude was the important virtue for Thai people that was the demand to repay merit to people, surround things, or environment which helped us, and made us be well living. Hence, it was necessary to look after and maintain people, surround things, or environment to be well existent and sustainable. The people who had this kind of gratitude would be usually people who have gratitude of surrounding people and things as well

Academicians advised gratitude had Multi-component. Morgan, Guilford, & Kristjansson (2017) told there were at least 3 components as; 1) Emotional component which related to feeling and perception; 2) Attitudinal component was about realization of others or something had benefit for us; and 3) Behavior component was to express the impression which needed to repay.

To study Gratitude, Wood, Maltby, Stewart, Linley, and Joseph (2008) presented that gratitude might be studied into 2 fields as First, Trait which related to thankfulness; Second, State which was the feeling after getting help. This research studied gratitude in terms of state which was the impression or thankfulness of getting help. Liewwarin (2008) defined this kind of gratitude as the Attitudinal which concerned that people felt or got advantage and value which cultivated from society, country, or environment, including the thought of repayment by maintaining, keeping, and preserving these things to exist.

Gratitude related to behaviors of virtues (Camenisch, 1981) in which social responsible behavior was counted as the part of virtue behaviors also. Researches in Thailand showed people who perceived gratitude would have desirable behavior, for instance, the research of Nonthapa (2016)'s result which studied 444 local headmen showed that gratitude had positive statistic significant relationship with working dedication behavior. Additionally, it was found that gratitude was the first important predictor of working dedication behavior with the value as 34.5% in total

group. The similar results also were found in other studies like; Thipkachaporn (2016); Wisootyotin (2016).

According to codifying related studies above, it could be seen that gratitude related to behavior for others such as working dedication behavior, public service behavior, etc. Thus, for this research, it could be expected that staffs who had much gratitude would have much social responsible behavior more than staffs who had less gratitude.

1.4.2.4 Corporate social responsible behaviors and outcome

This part was to codify related studies of the relationship between social responsible behavior and outcomes which were important to organization as 3 aspects namely; 1) Organizational pride, 2) Organizational image, and 3) Job satisfaction as following details;

1) Corporate social responsible behaviors and organizational pride

Pride was the personal feeling towards important things surrounding. However, Pride was the variable which was seen as Multi-dimension by academicians (Tangney, Wagner, & Gramzow, 1989). Normally, academicians divided pride into 2 big dimensions (Carver & Johnson, 2010; Tracy & Robin, 2007) as 1) Authentic pride which related to positiveness such as relating to Prosocial behavior, and etc., and 2) Hubristic pride which related to negativeness such as relating to egotism, etc.

To study Organizational pride, there were some studies found, for example, Gouthier and Rhein (2011) classified organizational pride into 2 variables as 1) Emotional organizational pride which was the short-time impression, and 2) Attitudinal organizational pride was the feeling which arose from organizational achievement that was more perspective and durable. They studied 733 staffs from 37 countries which particularly selected staffs only, not administrator, and had responsibility in customer services. The result showed that both 2 variables of organizational pride had negative statistic significant relationship with resignation.

Most of academicians studied the relationship between prosocial behavior and pride, for example, the research of Hodson (1998) which studied 108 staffs was found that prosocial behavior related to pride in working achievement. As

well, Floman (2012) presented pride might conversely relate to behavior of staffs, and cited that pride made staffs more intend to well behave in organization such as volunteer behavior, etc.

According to codifying related studies above, it showed that organizational behavior related to pride. Thus for this research, it could be expected that ground staffs who had much social responsible behavior would have much organizational pride more than staffs who had less social responsible behavior.

2) Corporate social responsible behaviors and organizational image

People usually created image to be remembrance, representation, and unique of anything like products, organization, or people (Dowling, 1994). Now, image was the important to organization. Academicians studied "Image" within academic circle, but it could not conclude obvious meaning in general (Lemmik, Schuijf, & Streukens, 2003). Nevertheless, there were some meaning from academicians, for instance, it was the group of meaning which came from perception, explanation, remembrance, and connection to that thing (Aaker & Myers, 1982). Usually, people used other words linking up "Image of Organization" especially in English like; Organizational image (Walker, Field, Giles, Berneth, & Short, 2011), Corporate identity (Bidin, Muhaimi, & Bolong, 2014), Corporate brand (Gioia, Hamilton, & Patvardhan, 2014) or Corporate reputation, etc.

Academicians stated the group of important imaged of organization in service sector which was in terms of Performance more than in the form of Object (De Ruyter & Wetzels, 2000) such as Credibility (Zeithaml & Bitner, 1996), Belief and Impression of customers (Barich & Kotler, 1991), etc. For service organizational image, they were studied and divided into multi-dimension, for instance, the research of Passa and Worakullatthanee (2016) which studied organizational image of Thai Airways Intl PCL. in 2 dimensions as Organizational dimension like international acceptance, being Airline of Nation, etc., and Marketing service dimension like comfortable contact, inexpensive price, etc. This research which studied organizational image of Thai Airways Intl PCL proposed the meaning that was feeling assessment which could be explained to the unique of Thai Airways Intl PCL through

ground staffs' views like; organizational stability, modernity, world-class service, warm-welcoming service, international leader, etc.

Most of academicians usually studied the relationship between image perception and intention to job applying such as Tontiwejchakul et al. (2012); Lemmink et al. (2003); Walker et al. (2011). Also, it was found relationship in studies of relationship between organizational behavior and organizational image perception, for example, the research of Norman, Avey, Nimich, & Pigeon (2010) which studied 199 American staffs found that organizational member behavior had positive relationship with organizational image. The correspondent results were also found in other studies like; Rus, Ratiu, Vonas, & Baban (2013); Rho, Yun, & Lee (2015).

Furthermore, the research of Carmeli, Gilat & Waldman (2007) studied the relationship between organizational working performance especially in terms of social responsibility and organizational image perception among 217 staffs. When analyzing relationship between these 2 variables, the result showed that they had positive statistical significance.

According to codifying related studies above, it showed that working behavior of organizational staffs related to organizational image. Thus, for this research, it could be expected that ground staffs who had much social responsible behavior would have much organizational image perception more than staffs who had less social responsible behavior.

3) Corporate social responsible behaviors and job satisfaction

Job satisfaction was the topic which interested academicians for the longest time. Based on their opinion, it related to feeling or emotion towards work. Locke (1976) and Saari & Judge (2004) classified job satisfaction into multi-dimension such as welfare, career progression, colleague etc. This research studied job satisfaction with 4 aspects as following; 1) Working responsibility like right job with personality, enjoying working etc., 2) Colleague like good working partner, good working atmosphere etc., 3) Welfare like providing better welfare than other organization, etc., and 4) Career progression like having opportunity for growth at work etc.

The research of Tamm, Eamets, and Motsmees (2010) studied 3,637 staffs in Baltic State included Estonia, Latvia, etc. When analyzing relationship, the result showed that the social responsible participation positively related to job satisfaction

which matched with Social Identity Theory. Tajfel & Turner (1979) mentioned arranging social responsible activities by organization made positive organizational image, then organizational members would be proud and satisfied of work at that organization. In addition, the research results of Azim, Diyab and Al Saaban (2014), and Alkayed (2017) supported this theory.

According to codifying related studies above, it could be seen that social responsible behavior related attitude towards especially job satisfaction. Thus, for this research, it could be expected that ground staffs who had much social responsible behavior would have much job satisfaction more than staffs who had less social responsible behavior.

1.5 Operational Definition of Variables

This study included 6 variable groups as Situational factor group, Psychological trait group, Psychological state group, Social responsible behavior group, Outcome group, and Biographic history group. As the figure of Conceptual Framework and Relationship between variables (Figure 1.2) below;

Psychological Trait
1. Misconception of social responsibility
2. Core self-evaluation
3. Materialism

Psychological State
1. Attitude towards social responsible behavior
2. Attitude towards social responsibility project
3. Attitudinal gratefulness

Situational Factor
1. Perceived organizational support
2. Perceived supervisory social support
3. Social Norm

Social Responsible Behavior
1. Direct social responsible behavior
2. Indirect social responsible behavior

Outcome
1. Organizational pride
2. Organizational image
3. Job satisfaction

Figure 1.2 Conceptual Framework and Relationship between Variables of this Study

1.5.1 Situational Factor Group

Situational factor group included 3 variables as Perceived organizational support, Perceived supervisory social support, and Social Norm. The details as following;

Perceived organizational support meant the perception among ground staffs that organization had more Human resource development projects than others; organization always supported what was requested, provided useful information, and appreciated of staffs' achievement. The test was adapted from Bhanthumnavin (2004)'s tests which consisted of 15 items that was the rating scale test composed of 6 rates from "Absolutely True" to "Absolutely Not True".

Perceived supervisory social support meant the perception of ground staffs that their boss supported them to join corporate social responsible projects such as informing project's information, praising the staffs who joined the CSR projects, etc. Researcher conducted the rating scale test which composed of 6 rates from "Absolutely True" to "Absolutely Not True".

Social Norm meant the expectation from people around them especially family members and work colleague regarding to join corporate social responsible projects. Researcher created this test with 20 items. Researcher conducted the rating scale test which composed of 6 rates from "Absolutely True" to "Absolutely Not True".

1.5.2 Psychological Trait Group

Psychological trait group included 3 variables as Misconception of social responsibility, Core self-evaluation, and Materialism, as the following details;

Misconception of social responsibility meant the report of incorrect believe or opinion towards social responsibility or social responsible project such as unworthiness, making organizational troubles, wasting time, or putting on an act by organization, etc. Researcher conducted the rating scale test which composed of 6 rates from "Absolutely True" to "Absolutely Not True".

Core Self Evaluation meant the perception and acceptance of the self-evaluation among ground staffs consisted of 4 main characters as 1) Self-esteem, 2) Generalized self-efficacy, 3) Neuroticism, and 4) Locus of control. This variable was estimated with the Standard test which consisted of 12 items by Bhanthumnavin (2015) translated

from the Test of Judge, Erez, Bono, and Thoresen (2003). The test was adapted from Bhunthumnavin and Bhunthumnavin (2015)'s tests which translated from Self-evaluation tests' Judge et al. (2003) that was the rating scale test composed of 6 rates from "Absolutely True" to "Absolutely Not True".

Materialism meant the report of ground staffs' belief that wealth would represent their good livelihood and well‑being. so, having and struggling for money were important and necessary. Researcher conducted the rating scale test which composed of 6 rates from "Absolutely True" to "Absolutely Not True".

1.5.3 Psychological State Group

Psychological state group included 3 variables as Attitude towards social responsible behavior, Attitude towards social responsibility project, and Attitudinal gratefulness. As following details;

Attitude towards social responsible behavior consisted of 3 elements as 1) Evaluation such as thinking that it was nice to participate CSR projects etc., 2) Feeling towards behavior such as praising the participants etc., and 3) Readiness to do such as readying to donate something into projects etc. Researcher conducted the rating scale test which composed of 6 rates from "Absolutely True" to "Absolutely Not True".

Attitude towards social responsibility project meant the test of opinions and feelings towards CSR projects arranged by organization such as thinking that CSR projects were important to organization, feeling proud of becoming CSR project participant, and readying to persuade others joining projects, etc. Researcher conducted the rating scale test which composed of 6 rates from "Absolutely True" to "Absolutely Not True".

Attitudinal gratefulness meant the evaluation of the consciousness in advantages of surrounding environment which composed of 4 elements; 1) Memorization in virtues of society, country, nature, and environment, 2) Frequency of memorization in virtues regarding what made advantages for us, 3) Memorization that we took much of advantages from society, country, nature, and environment, and 4) Memorization that there were many sectors of society, country, nature, and environment created much of advantages for our lives. The test was brought from

Liewwarin (2008)'s tests that was the rating scale test composed of 6 rates from "Absolutely True" to "Absolutely Not True".

1.5.4 Social Responsible Behavior Group

Social responsible behavior group was consisted of 2 variables; Direct social responsible behavior and Indirect social responsible behavior. Details as following;

Direct social responsible behavior meant the report of direct behaviors among ground staffs towards corporate social responsibility arranged by organization with 2 fields as 1) Materials such as gathering something for donation, donating money, etc., 2) Manpower such as visiting the project places, joining the projects even if being busy, etc. Researcher conducted the rating scale test which composed of 6 rates from "Absolutely True" to "Absolutely Not True".

Indirect social responsible behavior meant the report of indirect behaviors among ground staffs towards corporate social responsibility arranged by organization with 2 fields as 1) Emotion such as cheering up colleague who joining the project, promoting well working atmosphere, supporting colleague who wanted to join the project, etc., 2) Information such as giving information, knowledge, comprehension regarding CSR project, and advising or introducing practice, etc.Researcher conducted the rating scale test which composed of 6 rates from "Absolutely True" to "Absolutely Not True".

1.5.5 Outcome Group

Outcome group included 3 variables as Organizational pride, Organizational image, and Job satisfaction. As following details;

Organizational pride meant the expression of being pleased and willing or wanting other to know the organization where them were working in such as being proud of working in this organization, being happy when others mention the organization, and being proud of wearing the uniform, etc. Researcher conducted the rating scale test which composed of 6 rates from "Absolutely True" to "Absolutely Not True".

Organizational image meant the test of sentiment which could be interpreted to the Unique of Thai Airways International Public Company Limited through ground

staffs' views such as organizational stability, modernity, world-class services, warm and welcoming services, international leader, etc. Researcher conducted the rating scale test which composed of 6 rates from "Absolutely True" to "Absolutely Not True".

Job satisfaction meant the estimation of feeling towards working composed of 4 aspects as follows; 1) Working responsibility such as right job with personality, enjoying working, etc. 2) Colleague such as good colleague, good working atmosphere, etc., 3) Welfare such as providing more welfare than others, etc., 4) Career progression such as providing the opportunities for growth at work, etc. Researcher conducted the rating scale test which composed of 6 rates from "Absolutely True" to "Absolutely Not True".

1.5.6 Biographic History Group

Biographic history variable meant basic information among ground staffs such as age, gender, department, education history, working experience period, etc.

1.6 Research Hypotheses

According to Related Literature and Related Conceptual Framework, those conclusions showed the correlation between anticipant variables leading to determine 4 hypotheses for this research as following;

Hypothesis 1, the Third group of predictors was the combination between the First group, psychological trait, included misconception of social responsibility, core self-evaluation, materialism, and the Second group, Situational factor, included perceived organizational support, perceived supervisory social support, and social norm, that totally consisted of 6 variables. The Third group of predictors could predict attitude towards social responsible behavior, attitude towards corporate social responsibility project, or attitudinal gratefulness more than the first and the second predictor groups for at least 5%.

Hypothesis 2, the Fifth group of predictors was the combination between the Third group of predictors, Psychological trait and Situational factor, included Misconception of social responsibility, Core self-evaluation, Materialism, Perceived organizational support, Perceived supervisory social support, and Social Norm, and the

Forth group of predictors, Psychological state, included Attitude towards social responsible behavior, Attitude towards social responsibility project, or Attitudinal gratefulness, that totally consisted of 9 variables. the Fifth group of predictors could predict direct corporate social responsible behavior, or Indirect corporate social responsible behavior more than the Third and the Forth predictor groups for at least 5%.

Hypothesis 3, the Seventh group of predictors was the combination between the Fifth group of predictors, Psychological trait, Situational factor, and Psychological state, included Misconception of social responsibility, Core self-evaluation, Materialism, Perceived organizational support, Perceived supervisory social support, Social Norm, Attitude towards social responsible behavior, Attitude towards social responsibility project, and Attitudinal gratefulness, and the Sixth group of predictors, Social responsible behavior, included Direct corporate social responsible behavior, and Indirect corporate social responsible behavior, that consisted of 11 variables. the Seventh group of predictors could predict Organizational pride, Organizational image, or Job satisfaction more than the Fifth and the Sixth predictor groups for at least 5%.

Hypothesis 4, the variables in situational factor latent variable and psychological trait latent variable (Misconception of social responsibility, Core self-evaluation, and Materialism) directly influenced corporate social responsible behavior latent variable and outcome latent variable, also indirectly influenced Psychological state latent variable and Corporate social responsible behavior latent variable. The Figure 1.3 showed Hypothesis 3 Model as below;
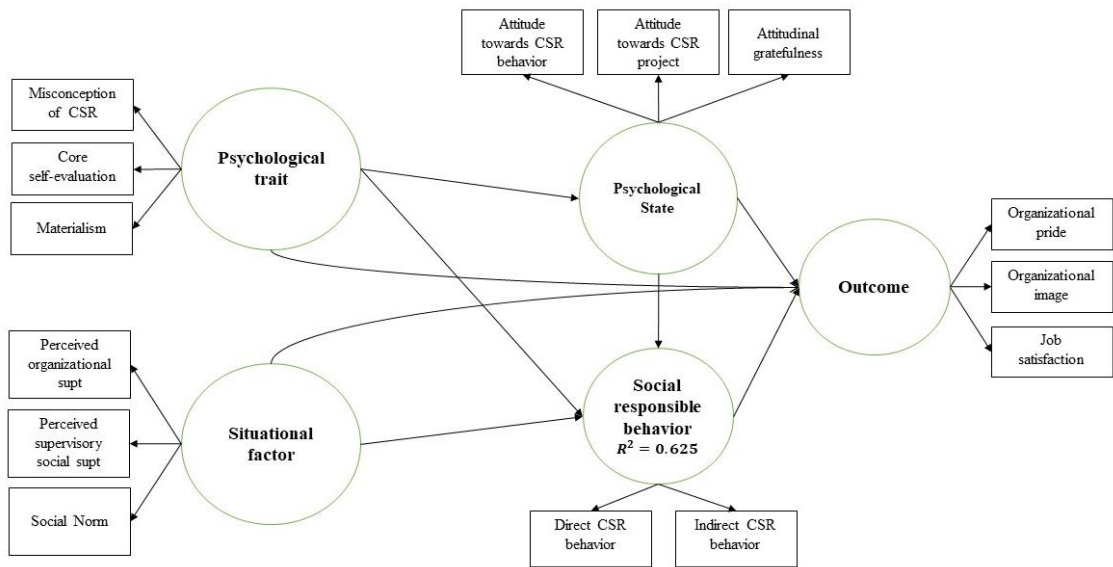
Figure 1.3 Hypothesis Model

CHAPTER 2

METHODOLOGY

The research titled "Psychological and Situational Factors Related to Corporate Social Responsible Behavior Among Ground Staffs of Thai Airways Intl PCL" was the correlational study in quantitative research stream in order to indicate the influence of predictors, important predictors, direct effects and indirect effects of psychological traits, situational factors, and psychological states towards cooperate social responsible behavior and outcome of cooperate social responsible behavior. Chapter 2 presented the samples and sampling method, measurements, data collecting method, and statistic analysis approaches. Details are as follows.

2.1 Samples and Sampling Method

For this research, the sample group was the ground staffs of Thai Airways International Public Company Limited. Multistage Quota Random Sampling was employed to obtain the samples. The stages of sampling were determined as follows. 1) Location composed of 2 places; Bangkok and Phuket. 2) Age composed of 2 levels; Junior and Senior. 3) Working experience period consisted of short period and long period. 4) Department of ground staffs included front line and back office, and 5) numbers of 30 samples in each group. The total were at least 480 samples. Although 566 samples filled out the questionnaires, the data from only 531 samples were usable. The data of 531 samples were divided into two groups as 1) 100 samples for analyzing quality of items and measurement, and 2) 431 samples for hypotheses analysis.

2.2 Measurements

Most of the measures in this study were in the form of summated rating scales, attached with 6 point-Liket scale ranging from "absulutely true" to "abusolutely not true". There were six groups of measurement as psychological trait group, situational

factor group, psychological state group, participative social responsible behavior group, outcome group, and biosocial group. Most of the measures were the self‑report with total 15 sets (Table 2.1 and Appendix A) as following;

2.2.1 Psychological trait group consisted of 3 measures, namely, misconception of social responsibility, core self-evaluation, and materialism as following details.

2.2.1.1 Misconception of social responsibility. (The 9th set "What I believe" in Appendix A) was the report of incorrect beliefes or opinions towards social responsibility or social responsible project, such as unworthiness, making organizational troubles, wasting time, or putting on an act of organization, and etc. This measure consisted of 16 items. Data from 100 respondents, were tested by two statisfical approaches, t‑ratio, and r item‑total correlation. In this step, 4 items were deleted, only 12 items were chosen with t‑value ranging between 3.229 to 11.739, and item‑total correlation ranging between 0.040 to 0.758. Results from confirmatory factor analysis (CFA) showed a model fit (χ^2 = 55.213, df = 42, p‑value = 0.831, RMSEA = 0.041, CFI = 0.990, TLI = 0.984, SRMR = 0.033). Alpha-coefficient of the measurement score was 0.886. It can be interpreted that the ground staff with high total score was the one who had high amount of misconceived of social responsibility.

Example of Misconception of social responsibility test (The 9th set "What I believe" in Appendix A)

0. In my opinion, organization played ducks and drakes with money on CSR.

------------- -------------- -------------- -------------- -------------- --------------
Absolutely true   True   Somewhat true   Somewhat not true   Not true   Absolutely not true

2.2.1.2 Core self-evaluation (The 10th set "My self" in Appendix A) was the psychological trait presented by Judge, Locke and Durham (1997) considered as an umbrella of four main psychological characteristics as 1) self‑esteem was the confidence in own worth, 2) generalized self-efficacy was the self-evaluation of ability in situations. 3) neuroticism was a tendency to have thinking or explanation in a negative and careful way, and 4) locus of control based on Rotter' Theory (1966). This measure consisted of 12 items translated from measure of Judge, Erez, Bono, and Thoresen (2003) by Bhanthumnavin (2015). When testing item quality assessment with

100 respondent samples using t-ratio value, and item-total correlation value as statistical criteria, all 12 items were remained. When analyzed with Confirmatory Factor Analysis (CFA), it was showed that the measure model was fit with the empirical data which Chi-square (χ^2) value as 39.374, df as 28, p-value as 0.0751, RMSEA value as 0.047, CFI value as 0.981, TLI value 0.955, SRMR as 0.058, and confidence's alpha-coefficient as 0.736. The ground staff who got high total score was the one with high degree of core self-evaluation.

Example of Core self-evaluation test (The 10th set "Myself" in Appendix A)
0. I am confident I get the success I deserve in life.

| ------------- | -------------- | -------------- | -------------- | ------------- | -------------- |
| Absolutely true | True | Somewhat true | Somewhat not true | Not true | Absolutely not true |

2.2.1.3 Materialism test (The 11th set "What I am" in Appendix A) was the report of the ground staffs' belief that wealth would represent their good livelihood and well-being. So having or struggling for money were very important and necessary. For this measure, created 12 items, When testing item quality assessment with 100 respondent samples using t-ratio value, and item-total correlation value as statistical criteria, all 12 items remained. When analyzed with Confirmatory Factor Analysis (CFA), it was showed that the measure model was fit with the empirical data which Chi-square (χ^2) value as 47.782, df as 37, p-value as 0.1103, RMSEA value as 0.040, CFI value as 0.991, TLI value 0.984, SRMR as 0.054, and confidence's alpha-coefficient as 0.876. The ground staff who got high total score was the materialist.

Example of Materialism test (The 11th set "What I am" in Appendix A)
0. I always had to be a fashion trendsetter.

| ------------- | -------------- | -------------- | -------------- | -------------- | -------------- |
| Absolutely true | True | Somewhat true | Somewhat not true | Not true | Absolutely not true |

2.2.2 Situational Factor Group, was Included of 3 Measures as Perceived Organizational Support, Perceived Supervisory Social Support, and Social Norm

2.2.2.1 Perceived organizational support measure (The 12th set "My organization" in Appendix A) was the report of perception among the ground staffs that

organization had more human resource development projects than others, paid attention and supported what was requested, provided useful information, and appreciated of staffs' achievement. This measure was constructed by Duchduen Bhanthumnavin (2004) based on Eisenberger, Huntington, Hutchinson and Sowa (1986), consisting of 15 items. When testing item quality assessment with 100 respondent samples using t-ratio value, and item- total correlation value as statistical criteria, 12 items were selected.

When analyzed with Confirmatory Factor Analysis (CFA), it was showed that measure model was fit with the empirical data which Chi- square (χ^2) value as 55.636, df as 41, p- value as 0.0633, RMSEA value as 0.044, CFI value as 0.987, TLI value 0.978, SRMR as 0.040, and confidence's alpha-coefficient as 0.888. The ground staff who got high total score was the one with highly pecerived organizational support.

Example of perceived organizational support test (The 12th set "My organization" in Appendix A)

0. Based on policy, my organization supported staffs to pursuit higher education.

| ------------- | -------------- | -------------- | -------------- | -------------- | -------------- |
| Absolutely true | True | Somewhat true | Somewhat not true | Not true | Absolutely not true |

2.2.2.2 Perceived supervisory social support measure (The 13th set "Work atmosphere" in Appendix A) was the report of the ground staffs that their supervisor supported them to participate in corporate social responsible projects in 3 aspects, namely, emotional support, informational support, and material support which based on Bhanthumnavin's aspect of supervisory social support (2000). Based on this concept, 24 items were constructed. When testing item quality assessment with 100 respondent samples using t-ratio value, and item-total correlation value as statistical criteria, 15 items were selected. When analyzed with Confirmatory Factor Analysis (CFA), it was showed that measure model was fit with the empirical data which Chi-square (χ^2) value as 66.589, df as 56, p- value as 0.1573, RMSEA value as 0.032, CFI value as 0.994, TLI value 0.989, SRMR as 0.033, and confidence's alpha-coefficient as 0.928. The ground staff who got high total score was the one with highly perceived social support from supervisor.

Example of perceived supervisory social support measure (The 13th set "Work atmosphere" in Appendix A)

0. I didn't need to be much worried about work because my boss support us to join CSR projects.

------------- -------------- -------------- -------------- -------------- --------------
Absolutely true   True   Somewhat true   Somewhat not true   Not true   Absolutely not true

2.2.2.3 Social Norm measure (The 14th set "People around me" in Appendix A) is defined as the perception of expectations from significant others, especially family members and work colleagues, regarding to join Corporate social responsible project. Based on this concept, the researcher constructed 20 items. When testing item quality assessment with 100 respondent samples using t-ratio value, and item-total correlation value as statistical criteria, only 12 items were selected. When analyzed with Confirmatory Factor Analysis (CFA), it was showed that measure model was fit with the empirical data which Chi-square (χ^2) value as 33.187, df as 24, p-value as 0.1002, RMSEA value as 0.045, CFI value as 0.991, TLI value 0.976, SRMR as 0.094, and Confidence's Alpha-coefficient as 0.893. The ground staff who got high total score was the one who highly recognized and accepted the standards or ways the significant others thinking or behaving. .

Example of Social Norm test (The 14th set "People around me" in Appendix A)

0. If I decided to do CSR, my family would advise in the opposite.

-------------- -------------- -------------- -------------- -------------- --------------
Absolutely true   True   Somewhat true   Somewhat not true   Not true   Absolutely not true

2.2.3 Psychological State Group Composed of 3 Measures as Attitude Towards Social Responsible Behavior, Attitude Towards Social Responsibility Project, and Attitudinal Gratefulness

2.2.3.1 Attitude towards social responsible behavior measure (The 3rd set "My opinion" in Appendix A), based on Kretch, Crustfield, and Balachey (1962), consisted of 3 aspects as 1) cognitive-evaluative aspect 2) affective aspectand 3) behavioral intention aspect, all involving the participating in CSR projects. For this scale, the researcher constructed 24 items. When testing item quality assessment with

100 respondent samples using t-ratio value, and item-total correlation value as statistical criteria, 15 items were selected. When analyzed with Confirmatory Factor Analysis (CFA), it was showed that measure model was fit with the empirical data which Chi-square (χ^2) value as 57.657, df as 44, p-value as 0.0812, RMSEA value as 0.041, CFI value as 0.985, TLI value 0.978, SRMR as 0.043, and Confidence's Alpha-coefficient as 0.913. The ground staff who got high total score of this measure was the one with more favorable attitude towards social responsible behavior.

Example of Attitude towards social responsible behavior test (The 3rd set "My opinion" in Appendix A)

0. I was bored when persuading colleague to join CSR.

| -------------- | -------------- | -------------- | -------------- | -------------- | ------------- |
| Absolutely true | True | Somewhat true | Somewhat not true | Not true | Absolutely not true |

2.2.3.2 Attitude towards social responsibility project (The 4th " Opinion towards projects" in Appendix A) regarded as opinions and feelings towards CSR projects arranged by organization such as thinking that CSR projects were important to organization, feeling proud of becoming CSR project participant, and readying to persuade others joining projects, and etc.. For this measure, the researcher constructed 23 items. When testing item quality assessment with 100 respondent samples using t-ratio value, and item-total correlation value as statistical criteria, only 15 items were selected. When analyzed with Confirmatory Factor Analysis (CFA), it was showed that the measure model was fit with the empirical data which Chi-square (χ^2) value as 69.143, df as 58, p-value as 0.1501, RMSEA value as 0.032, CFI value as 0.994, TLI value 0.990, SRMR as 0.035, and confidence's alpha-coefficient as 0.937. The ground staff who got high total scores was the one who displayed more favorable attitude towards social responsibility project.

Example of Attitude towards social responsibility project test (The 4th "Opinion towards projects" in Appendix A)

0. I will not support CSR projects of organization.

| ------------- | -------------- | -------------- | -------------- | -------------- | -------------- |
| Absolutely true | True | Somewhat true | Somewhat not true | Not true | Absolutely not true |

2.2.3.3 Attitudinal gratitude or Gratitude towards mother land measure (The 5th set "What I believe" in Appendix A) was defined as feeling of thankfulness and appreciation of mother land in 4 aspects, namely, 1) regconition and gratefulness of society, country, nature, and environment, 2) frequency of recognition to whom did or made contributions to self and society, 3) recognition and appreciation of how much society, country, nature, and environment supported and groomed us, and 4) recogninition and appreciation that many parts and persons were contributed to one's success. This 20- item scale was from Ubon Liewwarin (2008). When testing item quality assessment with 100 respondent samples using t-ratio value, and item-total correlation value as statistical criteria, only 12 items were selected. When analyzed with Confirmatory Factor Analysis (CFA), it was showed that measure model was fit with the empirical data which Chi-square (χ^2) value as 59.107, df as 47, p- value as 0.1107, RMSEA value as 0.037, CFI value as 0.987, TLI value 0.981, SRMR as 0.037, and Confidence's Alpha-coefficient as 0.893. The ground staff who got high total scores was the one who had more attitudinal of gratitudes.

Example of Attitudinal gratefulness test (The 5th set "What I believe" in Appendix A)

0.I felt tried when I was blamed. (Negative content)

| -------------- | -------------- | -------------- | -------------- | -------------- | ------------- |
| Absolutely true | True | Somewhat true | Somewhat not true | Not true | Absolutely not true |

2.2.4 Social Responsible Behavior Group was Consisted of 2 Measures, Namely, Direct Social Responsible Behavior Measure, and Indirect Social Responsible Behavior Measure

2.2.4.1 Direct social responsible behavior measure (The 1st set "What I like to do" in Appendix A) defined as the report of the ground staff about direct behaviors relating to corporate social responsibility managed by organization with 2 aspects as 1) material support, such as gathering something for donation, donating money, etc., and 2) manpower support, such as visiting the project places, joining the projects even if being busy, etc. Based on this concept, the researcher constructed 16 items. When testing item quality assessment with 100 respondent samples using t-ratio value, and item-total correlation value as statistical criteria, only 12 items were selected.

When analyzed with Confirmatory Factor Analysis (CFA), it was showed that measure model was fit with the empirical data which Chi-square (χ^2) value as 53.35, df as 39, p-value as 0.0626, RMSEA value as 0.045, CFI value as 0.982, TLI value 0.970, SRMR as 0.091, and Confidence's Alpha-coefficient as 0.828. The ground staff who got high total scores on this measure was the one reported more direct social responsibility behaviors.

Example of Direct social responsible behavior measure (The 1st set "What I like to do" in Appendix A)

0. When I had trouble with CSR project, I always avoided joining and doing that project.

| ------------- | -------------- | -------------- | -------------- | -------------- | -------------- |
| Absolutely true | True | Somewhat true | Somewhat not true | Not true | Absolutely not true |

2.2.4.2 Indirect social responsible behavior measure (The 2nd set "What I like to do(2)" in Appendix A) was regarded as the report of indirect behaviors among ground staffs towards corporate social responsibility managed by organization with 2 aspects as 1) emotion support, such as cheering up colleague who joining the project, promoting well working atmosphere, supporting colleague who wanted to join the project, etc., and 2) information support, such as giving information, knowledge, comprehension regarding CSR project, and advising or introducing practice, etc. Researcher constructed 17 items for this measure. When testing item quality assessment with 100 respondent samples using t-ratio value, and item-total correlation value as statistical criteria, only 12 items were selected. When analyzed with Confirmatory Factor Analysis (CFA), it was showed that measure model was fit with the empirical data which Chi-square (χ^2) value as 52.474, df as 39, p-value as 0.0732, RMSEA value as 0.043, CFI value as 0.991, TLI value 0.986, SRMR as 0.032, and confidence's alpha-coefficient as 0.924. The ground staff who got high total scores on this measure was the one who reported more indirect behavior towards social responsibility.

Example of Indirect social responsible behavior measure (The 2nd set "What I like to do (2)" in Appendix A)

0. I rarely paid attention to CSR project information of organization.

| -------------- | -------------- | -------------- | -------------- | -------------- | -------------- |
| Absolutely true | True | Somewhat true | Somewhat not true | Not true | Absolutely not true |

2.2.5 Outcome Group was Included 3 Measures, Namely, Organizational Pride, Organizational Image, and Job Satisfaction.

2.2.5.1 Organizational pride measure (The 6th set "What I think of organization" in Appendix A) was defined as the expression of being pleased and pround of the organization that an individual is working in, such as being happy when others mention the organization, and being proud of wearing the uniform, etc. The researcher constructed 18 items for this measure. When testing item quality assessment with 100 respondent samples using t-ratio value, and item-total correlation value as statistical criteria, only 12 items were selected. When analyzed with Confirmatory Factor Analysis (CFA), it was showed that measure model was fit with the empirical data which Chi-square (χ^2) value as 55.207, df as 37, p-value as 0.0602, RMSEA value as 0.046, CFI value as 0.992, TLI value 0.986, SRMR as 0.029, and Confidence's Alpha-coefficient as 0.949. The ground staff who got high total scores of this measure was the one who was very proud of the organization.

Example of Organizational pride test (The 6th set "What I think of organization" in Appendix A)

0. When I thought of Thai Airways, I always thought of …..

| -------------- | -------------- | -------------- | -------------- | -------------- | -------------- |
| Absolutely true | True | Somewhat true | Somewhat not true | Not true | Absolutely not true |

2.2.5.2 Organizational image measure (The 7th set "My organization" in Appendix A) was defined as the impressions which could be interpreted to the unique of Thai Airways International Public Company Limited, such as organizational stability, modernity, world-class services, warm and welcoming services, international leader, etc. The researcher constructed 18 items for this test. When testing item quality assessment with 100 respondent samples using t-ratio value, and item-total correlation

value as statistical criteria, only 12 items wre selected. When analyzed with Confirmatory Factor Analysis (CFA), it was showed that measure model was fit with the empirical data which Chi-square (χ^2) value as 44.822, df as 34, p- value as 0.1014, RMSEA value as 0.041, CFI value as 0.987, TLI value 0.974, SRMR as 0.049, and confidence's alpha-coefficient as 0.809. The ground staffs who got high total scores of this measure was the one who has the positive organizational image.

Example of Organizational image test (The 7th set "My organization" in Appendix A)

0. When I thought of Thai Airways, I always thought of organizational stability.

| -------------- | --------------- | --------------- | --------------- | -------------- | --------------- |
| Absolutely true | True | Somewhat true | Somewhat not true | Not true | Absolutely not true |

2.2.5.3 Job satisfaction measure (The 8th "Being me" in Appendix A) was defined as the feeling towards working composed of 4 aspect as follows: 1) working responsibility, such as right job with personality, enjoying working, etc., 2) colleague such as good colleague, good working atmosphere, and etc., 3) welfare such as providing more welfare than others, and etc., and 4) career progression such as providing the opportunities for growth at work, etc.The researcher constructed 18 items for this test. When testing item quality assessment with 100 respondent samples using t- ratio value, and item- total correlation value as statistical criteria, only 12 items were selected. When analyzed with Confirmatory Factor Analysis (CFA), it was showed that measure model was fit with the empirical data which Chi-square (χ^2) value as 46.812, df as 35, p- value as 0.0875, RMSEA value as 0.044, CFI value as 0.989, TLI value 0.980, SRMR as 0.053, and Confidence's Alpha-coefficient as 0.882. The ground staff who got high total scores on this measure was the one who was very satisfied with work.

Example of Job satisfaction test (The 8th "Being me" in Appendix A)

0. I was happy at my work.

| ------------ | -------------- | -------------- | -------------- | -------------- | -------------- |
| Absolutely true | True | Somewhat true | Somewhat not true | Not true | Absolutely not true |

2.2.6 Biographic data (The 15ᵗʰ set of test " General information" in Appendix A) was Established in Order to Collect Basic Information Among Ground Staffs Such as Age, Gender, Department, Education History, Working Experience Period, and Etc.

2.3 Quality Assessment of The Measurements

Most of the measures mentioned above were both constructed by the researcher and adapted from the high standard and credible measures to suit the ground staffs' contents. The steps for item quality assessment are as follows.

2.3.1 After reviewing the literature in order to determine operational definition of variables and constructed item contents for each questionnaire, a group of experts checked the accuracy and content validity. Some items were deleted.

2.3.2 Questionnaires were tried out to 100 ground staffs. Two statistical approaches were used for item quality assessment: 1) item discrimination with critical values of the t-distribution, as for the sample of 100, would be 1.98 (at the .05 level of significance), and 2.63 (at the .01 level of significance) (McMillan & Schumacher, 1999), and 2) r item-total correlation value was equal or above 0.20. Items that passed both statistical criteria above were selected. However, in case that there were not enough qualified items in any factor of each measure, t-value would be the main criteria in consideration.

2.3.3 After items were selected to filled up each factor of each questionnaire, Confirmatory Factor Analysis (CFA) for testing construct validity (Western & Rosenthal, 2003) was performed for each measure. A model fit was determined by 3 out of 5 criteria as follows.

1) Chi-Square. In order to identify a model fit, p-value should be non-significant ($p > 0.05$) (Diamantopoulos & Siguaw, 2000, pp. 83, 98). However, if p-value still was significant, the divided result between Chi-Square value and degree of Freedom (df) can be used to determine the model fit which should not be over 2.00.

Table 2.1 Summarized Result of Assessment of Measures, Discrimination Values (t-value), Item-total Correlation Calue (r), Reliability, and Confirmatory Factory Analysis (CFA)

Variables	No.of Constructed items	No.of used items	Range of t** value	Range of r value	Reliability (α)	Confirmatory Factor Analysis						
						χ^2 Value	df	p-value	RMSEA (≤0.06)	CFI (≥0.95)	TLI (≥0.95)	SRMR (≤0.08)
1) Direct CSR behavior *	16	12	6.278 to 9.827	0.355 to 0.622	0.828	53.35	39	0.0626	0.045	0.982	0.970	0.091
2) Indirect CSR behavior *	17	12	5.025 to 7.477	0.264 to 0.750	0.924	52.474	39	0.0732	0.043	0.991	0.986	0.032
3) Attitude towards CSR behavior*	24	15	4.588 to 7.873	0.495 to 0.738	0.913	57.657	44	0.0812	0.041	0.985	0.978	0.043
4) Attitude towards CSR project *	23	15	8.757 to 14.348	0.564 to 0.789	0.937	69.143	58	0.1501	0.032	0.994	0.990	0.035
5) Attitudinal gratitude	20	12	2.883 to 7.900	0.522 to 0.721	0.893	59.107	47	0.1107	0.037	0.987	0.981	0.037
6) Organizational pride*	18	12	9.859 to 14.582	0.693 to 0.809	0.949	55.207	37	0.0602	0.046	0.992	0.986	0.029
7) Organizational image*	18	12	3.389 to 11.829	0.221 to 0.610	0.809	44.822	34	0.1014	0.041	0.987	0.974	0.049
8) Job satisfaction*	18	12	5.456 to 12.192	0.442 to 0.711	0.882	46.816	35	0.0875	0.044	0.989	0.980	0.053

Variables	No.of Constructed items	No.of used items	Range of t** value	Range of r value	Reliability (α)	Confirmatory Factor Analysis						
						χ^2 Value	df	p-value	RMSEA (≤0.06)	CFI (≥0.95)	TLI (≥0.95)	SRMR (≤0.08)
9. Misconception*	16	12	3.229 to 11.739	0.040 to 0.758	0.886	55.213	42	0.0831	0.041	0.990	0.984	0.033
10. Core self-evaluation	12	12	3.359 to 10.542	0.122 to 0.571	0.736	39.374	28	0.0751	0.047	0.981	0.955	0.058
11. Materialism*	12	12	4.289 to 12.377	0.293 to 0.738	0.876	47.782	37	0.1103	0.040	0.991	0.984	0.054
12. Perceived Org. supt.	15	12	6.126 to 13.640	0.392 to 0.722	0.888	55.636	41	0.0633	0.044	0.987	0.978	0.040
13. Perceived Sup. Supt.	24	15	6.309 to 14.256	0.507 to 0.793	0.928	66.589	56	0.1573	0.032	0.994	0.989	0.033
14. Social Norm	20	12	6.707 to 10.920	0.409 to 0.711	0.893	33.187	24	0.1002	0.045	0.991	0.976	0.094

Note: ***** constucted by the researcher. ****** In this research, t value was more important than r value, based on criteria as t value ≥1.98 and r value ≥0.20; CFA based on passed 4 indexes of 6 indexes especially when χ^2 value was insignificant.

2) Root Mean Square Error of Approximation: RMSEA was the value showing the difference to Degree of Freedom (df). RMSEA value should be between 0.05-0.08, but not over 0.10, to indicate that the model fitted to the empirical data (Diamantopoulos & Siguaw, 2000, p. 85). For this research, the criteria of RMSEA value must be ≤0.06.

3) Comparative Fit Index (CFI) value was between 0 to 1. It would be good if CFI value was over 0.90 (Diamantopoulos and Siguaw, 2000, p. 88), so that showing the model fitted to the empirical data. For this research, the criteria of CFI value must be ≥ 0.95.

4) Tucker-Lewis Index value was between 0 to 1. The good TLI value should be over 0.90 (Tucker & Lewis, 1973), so that showing the model fitted to the empirical data. For this research, the criteria of TLI value must be ≥ 0.95.

5) Standardized Root Mean Square Residual: SRMR, the less value was 0.08, showing that the more model fitted to the empirical data (Hu and Bentler, 1999). For this research, the criteria of SRMR value must be ≤ 0.08.

2.3.4 After completion of CFA, reliability of each measure with Cronbach's alpha method was conducted. Cronbach's Alpha value should be more than 0.7 (Vanichbuncha & Vanichbuncha, 2015, p. 159).

2.4 Data Collection

There were two versions of the same set of questionnaires for avoiding fatigue of the respondents. The questionniares were distributed to the ground staffs in various means, such as in the annual training in which there were 25 people per room. The researcher then, explained the respondents' rights, purpose of the study and asked the respondents to fill out the questionnaires which took about one and a half hours.

2.5 Statistics for Data Analysis

Statistical software was used in this study. Two main streams of statistics were employed as descriptive statistics and inferential statistics. The detais are as follows.

2.5.1 Statistics for measure quality assessment included discrimination analysis (t-test), item-total correlation analysis, Confirmatory Factory Analysis (CFA), and reliability as Cronbach's Alpha. As for the descriptive statistics such as Frequency, Percentage, Mean, Range, and Standard Deviation were adminstered for analyzing the basic characters of samples and variables.

2.5.2 Statistics for data analysis were consisted of two approaches as 1) Multiple Regression Analysis in terms of enter and stepwise was used, in which many predictors predicted each of dependent variable based on criteria as percentage of differences at 5% (Cohen, 1977) in order to examine the first and second hypotheses, 2) Structural Equation Model (SEM) in terms of Path Analysis was performed to examine the third hypothesis that if Hypotheses Model was fit to the empirical data or not. For analysis of results beside hypotheses for implications, Three-Way Analysis of Variance was used. If it was found the significant difference at .05, Scheffe' Test was set for multiple comparison between means.

CHAPTER 3

RESULTS

This was the quantitative research to study the correlation-comparative relation composed of two purposes. First, to indicate the important predictors and amount of predictive percentage of situational factor and psychological characteristics towards corporate social responsible behavior among the ground staffs in Thai Airways International Public Company Limited. Second, to study direct and indirect effects of situational factor latent variable and Psychological factor latent variables towards corporate social responsible behavior latent variable among the ground staffs in Thai Airways International Public Company Limited. The analysis results were as follows.

3.1 Basic Characteristics of Samples

The representative sample group for this research was ground staffs in Thai Airways International Public Company Limited. Multi-stage Sampling Method was used for obtaining the samples. The total data from 431 staff can be categorized by their biographic data (Table 3.1) as follows: 1) Gender. The samples consisted of 105 male ground staffs (24.4%), and 326 female ground staffs (75.60%), 2) Age ranged between 19.16 to 57.08 years old with the average of 37.42 years old, median of 35.62 years old, and standard deviation as 10.79 years old. Age variable was divided into two groups by median as (1) junior staffs with the number of 206 staffs (50.00%) and (2) senior staffs with the number of 206 staffs (50.00%), 3) Work duration ranged between 1 month to 37 years with the average of 13.78 years, median of 10.41 years, and standard deviation of 9.99 years. It was divided into two groups by median as (1) short duration with the number of 205 staffs (50.00%) and (2) long duration with 205 staffs (50.00%). 4) Department consisted of 178 front ground staffs (57.80%) and 130 back office ground staffs (42.20%). 5) Marital status composed of 263 single status staffs (65.40%), and 139 other status staffs (34.60%). 6) Educational background consisted of: 4 Doctoral-degree staffs (0.90%), 37 Master- Degree staffs (8.70%), 381 Bachelor-degree staffs

(89.20%), 5 Below- bachelor-degree staffs (1.20%), and 4 staffs who did not mention their educational background (0.90%).

Table 3.1 Basic Characteristics of the Samples

Basic Characteristics of Ground Staffs		Amount	Percentage*
1. Gender	Male	105	24.40
	Female	326	75.60
2. Age	Junior ($\leq$ 35.62 years)	206	50.00
	Senior ($>$ 35.62 years)	206	50.00
3. Work duration	Short duration ($\leq$ 10.41 years)	205	50.00
	Long duration ($>$10.41 years)	205	50.00
4. Department	Front line	178	57.80
	Back office	130	42.20
5. Marital Status	Single	263	65.40
	Others	139	34.60

Note: *Excluded Missing

In sum, the samples in this research were mainly female ground staffs, 35 years old on the average, had been working in the organization for 13 years on the average, were single, and were working in the front-line department. The analysis results of correlation coefficient between variables of total group and subgroup in this study were shown in Table 1 to 11 in Appendix B.

3.2 Multiple Regression Analysis on Psychological States Predicted by Psychological Traits and Situational Factors

In this part Multiple Regression Analysis in terms of enter and stepwise, were performed in order to indicate percentage of prediction of the important and prioritized predictors for each three psychological states, namely, attitude towards social responsible behavior, attitude towards social responsibility project, and attitudinal gratefulness. There were three groups of predictors as follows: The First group was psychological trait group including three variables, namely, misconception of social responsibility, core self-evaluation, and materialism. The Second group, situational factor group consisted of three variables as perceived organizational support, perceived supervisory social support, and social Norm. The Third group was the combination of the first and second groups which consisted of six variables in total. The purpose of the analysis was to identify if the third group of predictors could yield more predictive percentage on each of psychological state variable than the predictors from the first group or the second group at least 5% The analysis results of dependent variables in terms of corporate social responsible behavior group were shown in Table 12 to 13 in Appendix B.

This data analysis were performed in both total group and other 10 subgroups which were divided by biographic data from Table 3.1 as follows: 1) Gender group included male ground staffs and female ground staffs, 2) Age group was categorized as junior staffs and senior staffs, 3) Work duration was categorized as short duration and long duration. 4) Department was divided into front ground staffs and back office ground staffs. and 5) Marital status was categorized as single status staffs and other status staffs. The details of results were as follows.

3.2.1 Multiple Regression Analysis on Attitude towards Social Responsible Behavior Predicted by Psychological Traits and Situational Factors

Basic assumption test from Multiple Regression Analysis results showed each VIF value of predictors (Table 3.2) was less than 10. Also, tolerance value of each predictor was more than 0.10 (Hair, Black, Babin, & Anderson, 2010). It could be

concluded that there were very few problems of collinearity. Further analysis can be investigated.

Table 3.2 VIF Values and Tolerance Values of the Attitude Towards Social
Responsible Behavior Estimated by Multiple Regression Analysis

	Collinearity Statistics	
Model	**Tolerance**	**VIF**
Misconception of social responsibility	0.96	1.03
Core self-evaluation	0.90	1.10
Materialism	0.92	1.08
Perceived organizational support	0.86	1.15
Perceived supervisory social support	0.72	1.38
Social Norm	0.71	1.40

By using the first group of predictors in terms of psychological trait, namely, misconception of social responsibility, core self-evaluation, and materialism, the results (Table 3.3) indicated that all three variables of psychological trait could predict the variance of attitude towards social responsible behavior in the total group for 11.20%. The important predictors in descending order were misconception of social responsibility, core self-evaluation, and materialism with beta value as .24, .14, and .11 respectively.

The analysis results from 10 subgroups (Table 3.3) showed that the highest predictable group by the three variables of psychological trait was department of front line staff group with the accuracy of 21.10%. The important predictors in descending order were misconception of social responsibility and core self-evaluation with beta value .34 and .25 respectively. The second highest predictable group was staff group of other status as 20.10%. The important predictors in descending order were misconception of social responsibility and core self-evaluation with beta value .39 and .17 respectively. And the least predictable group was senior staffs with the accuracy of 6.50%. There was the only one important variable for this group that was misconception

of social responsibility with beta value .24. For the rest subgroups, their predictive percentage range was between 9.40% and 17.20%.

Comparing the amount of prediction among subgroups of the same category, it was found that there were four pairs in which the differences were equal or more than 5% as follows; 1) male staff and female ground staff (17.20% and 10.30% respectively), 2) junior ground staff and senior ground staff (14.50% and 6.50% respectively), 3) front line and back office (21.10% and 12.40% respectively), and 4) single staff and other status (9.40% and 17.20% respectively).

By using the second group of predictors in terms of situational factor, namely, perceived organizational support, perceived supervisory social support, and social norm (Table 3.3), it was found that these three variables could predict attitude towards social responsible behavior in the total group up to 11.10%. The important predictors in descending order were social norm and perceived supervisory social support with beta value .29 and .13 respectively.

The analysis results of 10 subgroups (Table 3.3) showed that the highest predictable group by these three variables of situational factor was senior ground staff group as 21.20%. The important predictors in descending order were social norm and perceived supervisory social support with beta value .37 and .16 respectively. Then the second highest predictable group was short work duration staff as 17.70%. The important predictors in descending order were social norm and perceived supervisory social support with beta value .34 and .17 respectively. The least predictable group was junior staffs for only 3.30%. The only important predictor was social norm with beta value .17. The predictive percentage range of the left subgroups was between 6.40% and 12.90%.

Comparing the amount of prediction among subgroups of the same category, it was found that there were two pairs in which their differences were equal or more than 5%, as follows; 1) junior ground staff and senior ground staff (3.30% and 21.20% respectively), and 2) short working duration staff and long working duration staff (6.40% and 17.70% respectively).

Table 3.3 Multiple Regression Analysis on Attitude Towards Social Responsible Behavior Predicted by Psychological Trait and Situational Factor

Group	No. of cases	Group1: Psychological trait (1-3)			Group 2: Situational factor (4-6)			Group 3: Psychological trait and situational factor (1-6)			% of Difference
		%Prediction	Predictors	Beta value	%Prediction	Predictors	Beta value	%Prediction	Predictors	Beta value	
Total	431	11.20	1,2,3	.24,.14,.11	11.10	6,5	.29,.13	16.80	1,6,2,5	.22,.21,.12,.10	5.60*
Male	105	17.20	1,3	.28,.27	10.10	6	.32	21.60	1,6,3	.24,.22,.22	4.40
Female	326	10.30	1,2	.24,.18	11.30	6,5	.23,.16	18.10	1,6,2,5	.21,.20,.15,.13	7.00*
Junior	206	14.50	1,2,3	.29,.15,.13	3.30	6	.17	15.50	1,3,2	.29,.15,.13	1.00
Senior	206	6.50	1	.24	21.20	6,5	.37,.16	23.90	6,1,5	.35,.16,.15	2.70
Short duration	124	10.50	1,3	.24,.16	6.40	6	.22	14.30	1,6,3	.22,.17,.14	3.80
Long duration	125	10.10	1,2,3	.26,.15	17.70	6,5	.34,.17	22.90	6,1,5	.31,.20,.13	5.70*
Front line	205	21.10	1,2	.34,.25	9.20	6	.28	23.40	1,2,6	.31,.21,.16	2.30
Back office	130	12.40	1,2	.29,.20	12.80	5	.32	21.80	5,1,2	.27,.26,.17	9.00*
Single status	263	9.40	1,3,2	.18,.15,.14	10.00	6	.30	15.90	6,3,1	.26,.16,.15	5.90*

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Group	No. of cases	Group1: Psychological trait (1-3)			Group 2: Situational factor (4-6)			Group 3: Psychological trait and situational factor (1-6)			% of Difference
		%Prediction	Predictors	Beta value	%Prediction	Predictors	Beta value	%Prediction	Predictors	Beta value	
Other status	139	20.10	1,2	.39,.17	12.90	6	.33	28.80	1,6	.40,.26	8.70*

Note: All beta values were statistical significance at the level of 0.5; * Difference was at least 5%. Predictors

1 = Misconception of social responsibility   3 = Materialism   5 = Perceived supervisory social support

2 = Core self-evaluation   4 = Perceived organizational support   6 = Social Norm

By using the second group of predictors in terms of psychological trait and situational factor, named above, (Table 3.3), it was found that all six variables could predict the variance of attitude towards social responsible behavior in the total group for 16.80% of accuracy. The important predictors in descending order were misconception of social responsibility, social norm, core self-evaluation, and perceived supervisory social support with beta value .22, .21, .12, and .10 respectively.

The analysis results of 10 subgroups (Table 3.3) showed that the highest predictable group by these six variables was other status staffs with the predictive power of 28.80%. The important predictors in descending order were misconception of social responsibility and social norm with beta value .40 and .26 respectively. The second highest predictable group was senior staff with the predictive power of 23.90%. The important predictors in descending order were social norm, misconception of social responsibility and Perceived supervisory social support with Beta value .35, .16, and .15 respectively. The least predictable group was a short working duration staffs with the predictive power of 14.30%. There were three important predictors in descending order as misconception of social responsibility, social norm, and materialism with beta value .22, .17, and .14 respectively. Their range of predictive for the rest of the subgroups power was between 15.50% and 23.40%.

Comparing the amount of prediction among subgroups of the same category, it was found that there were four pairs in which the differences were equal or more than 5% as follows: 1) junior ground staff and senior ground staff (15.50% and 23.90% respectively), 2) short working duration staff and long working duration staff (14.30% and 22.90% respectively), and 3) single status staff and other status staff (15.90% and 28.80% respectively).

The results for this part of analysis in total sample supported the first hypothesis that the third group of predictors could predict attitude towards social responsible behavior more than the first group and the second group of predictors for at least 5.00%. The similar findings were found in five subgroups, namely, female ground staff group, long working duration staff group, back office staff group, single status group, and other status group.

3.2.2 Multiple Regression Analysis on Attitude Towards Social Responsible Project Predicted by Psychological Traits and Situational Factors

Basic assumption test from Multiple Regression Analysis results showed each VIF value of predictors (Table 3.4) was less than 10. Also, tolerance value of each predictor was more than 0.10 (Hair, Black, Babin, & Anderson, 2010). It could be concluded that there were very few problems of collinearity. Further analysis can be investigated.

Table 3.4 VIF Values and Tolerance Values of the Attitude Towards Social Responsibility Project Estimated by Multiple Regression Analysis

	Collinearity Statistics	
Model	**Tolerance**	**VIF**
Misconception of social responsibility	0.96	1.03
Core self-evaluation	0.90	1.10
Materialism	0.92	1.08
Perceived organizational support	0.86	1.15
Perceived supervisory social support	0.72	1.38
Social Norm	0.71	1.40

By using the first group of predictors in terms of psychological trait, namely, misconception of social responsibility, core self-evaluation, and materialism (Table 3.5), it was found that these three predictors could predict attitude towards social responsibility project in the total group for 5.60%. The important predictors in descending order were misconception of social responsibility and core self-evaluation with beta value .16, .15 respectively.

The analysis results of 10 subgroups (Table 3.5) showed that the highest predictable group by these three predictors was male ground staff for the predictive power of 14.90%. The important predictors in descending order were misconception

Table 3.5 Multiple Regression Analysis on Attitude Towards Social Responsible Project Predicted by Psychological Trait and Situational Factor

Group	No. of cases	Group1: Psychological trait (1-3)			Group 2: Situational factor (4-6)			Group 3: Psychological trait and situational factor (1-6)			% of Difference
		%Prediction	Predictors	Beta value	%Prediction	Predictors	Beta value	%Prediction	Predictors	Beta value	
Total	431	5.60	1,2	.16,.15	11.10	5,6	.24,.14	13.70	5,1,6,3	.22,.12,.12,.09	2.60
Male	105	14.90	1,3	.26,.23	13.40	6	.36	21.30	6,1	.32,.23	6.40*
Female	326	3.70	1,3	.13,.11	11.00	5	.32	12.70	5,1	.31,.,12	1.70
Junior	206	12.10	1,3	.28,.17	12.10	5	.34	19.80	5,1	.31,.26	7.70*
Senior	206	1.80	-	-	10.00	6,5	.19,.18	10.70	6,5	.19,.18	0.70
Short duration	124	9.80	1,3	.26,.15	14.70	5	.36	21.20	5,1	.34,.24	6.50*
Long duration	125	3.00	-	-	8.60	5,6	.19,.16	9.60	5,6	.19,.16	1.00
Front line	205	13.00	1,2,3	.19,17,16	17.30	6,5	.25,.23	22.00	6,1,5	.22,.21,.16	4.70
Back office	130	6.70	1	.23	13.80	5	.36	17.60	5,1	.34,.20	3.80
Single status	263	6.90	3,1	.17,.17	12.80	5,6	.21,.19	16.70	5,6,1,3	.20,.16,.14,13	3.90
Other status	139	7.00	1	.21	13.30	5	.33	16.80	5,1	.31,.17	3.50

Note: All beta values were statistical significance at the level of 0.5; * Difference was at least 5%.Predictors

1 =	Misconception of social responsibility	3 =	Materialism	5 =	Perceived supervisory social support
2 =	Core self-evaluation	4 =	Perceived organizational support	6 =	Social Norm

of social responsibility and materialism with beta value .26 and .23 respectively. The second highest predictable group was front line staff for 13.00%. The important predictors in descending order were misconception of social responsibility, core self-evaluation and materialism with beta value .19, .17 and .16 respectively. The least predictable group was senior staff as 1.80%. There was no predictor for this group. For the rest of the subgroups, their range of predictive power was between 3.00% and 12.10%.

Comparing the amount of prediction among subgroups of the same category, it was found that there were four pairs in which the differences were equal or more than 5% as follows 1) male ground staff and female ground staff (14.90% and 3.70% respectively), 2) junior ground staff and senior ground staff (12.10% and 1.80% respectively), 3) short working duration staff and long work duration staff (9.80% and 3.00% respectively), and 4) front line staff and back office staff (13.00% and 6.70% respectively).

By using the second group of predictors in terms of situational factor, namely, perceived organizational support, perceived supervisory social support, and social norm (Table 3.5), it was found that these predictors could predict attitude towards social responsibility project in the total group for 11.10% of accuracy. The important predictors in descending order were perceived supervisory social support and social norm with beta value .24 and .14 respectively.

The analysis results of 10 subgroups (Table 3.5) showed that the highest predictable group by these three variables of situational factor was front line staff with the predictive power of 17.30%. The important predictors in descending order were social norm and perceived supervisory social support with beta value .25 and .23 respectively. The second highest predictable group was short working duration staff with the predictive power of 14.70%. The only important predictor was perceived supervisory social support with beta value .36. The least predictable group was long working duration staff with the predictive power of 8.60%. The important predictors in descending order were perceived supervisory social support and social norm with beta value .19 and .16 respectively. The predictive power range of the left subgroups was between 10.00% and 13.80%.

Comparing the amount of prediction among subgroups of the same category, it was found that there were two pairs in which the differences were equal or more than 5% as follows 1) short working duration staff and long working duration staff (14.70% and 8.60% respectively), and 2) front line staff and back office staff (17.30% and 13.80% respectively).

By using the third group of predictors in terms of psychological trait and situational factor, named above, it was found that (Table 3.5) all 6 predictors could predict attitude towards social responsibility project in the total group with the predictive power of 13.70%. The important predictors in descending order were perceived supervisory social support, misconception of social responsibility, social norm, and materialism with beta value .22, .12, .12, and .09 respectively.

The analysis results of 10 subgroups (Table 3.5) showed that the highest predictable group by these six variables was front line staff with the predictive power of 22.00%. The important predictors in descending order were social norm, misconception of social responsibility and perceived supervisory social support with beta value .22, .21, and .16 respectively. The second highest predictable group was short working duration staff with the predictive power of 21.20%. The important predictors in descending order were perceived supervisory social support and misconception of social responsibility with beta value .34, and .24 respectively. The least predictable group was long working duration staff with the predictive power of 9.60%. There were two important predictors as perceived supervisory social support, and social norm with beta value .19, and .16 respectively. The predictive power for the rest of the subgroups ranged between 10.70% and 21.30%.

Comparing the amount of prediction among subgroups of the same category, it was found that there were four pairs in which the differences were equal or more than 5% as follows 1) female ground staff and male ground staff (21.30% and 12.70% respectively), 2) junior ground staff and senior ground staff (19.80% and 10.70% respectively), 3) short working duration staff and long working duration staff (21.20% and 9.60% respectively), and 4) front line staff and back office staff (22.00% and 17.60% respectively).

The result for this part of analysis that the 3rd predictor could predict Attitude towards social responsibility project more than the 1st and 2nd predictors as least 5.00%.

Also, the same result was found in 3 subgroups; Male ground staff group, Junior ground staff group, and the group of short working experience period.

3.2.3 Multiple Regression Analysis on Attitudinal Gratefulness Predicted by Psychological Trait and Situational Factor

Basic assumption test from Multiple Regression Analysis results showed each VIF value of predictors (Table 3.6) was less than 10. Also, tolerance value of each predictor was more than 0.10 (Hair, Black, Babin, & Anderson, 2010). It could be concluded that there were very few problems of collinearity. Further analysis can be investigated.

Table 3.6 VIF Values and Tolerance Values of the Attitudinal Gratefulness Estimated by Multiple Regression Analysis

Model	Collinearity Statistics	
	Tolerance	VIF
Misconception of social responsibility	0.97	1.03
Core self-evaluation	0.91	1.10
Materialism	0.92	1.08
Perceived organizational support	0.87	1.16
Perceived supervisory social support	0.72	1.39
Social Norm	0.71	1.40

By using the first group of predictors in terms of psychological trait, namely misconception of social responsibility, core self-evaluation, and materialism, it was found that (Table 3.7) all three predictors could predict attitudinal gratefulness in the total group for 15.60%. The important predictors in descending order were

Table 3.7 Multiple Regression Analysis on Attitudinal Gratefulness Predicted by Psychological Trait and Situational Factor

Group	No. of cases	Group1: Psychological trait (1-3)			Group 2: Situational factor (4-6)			Group 3: Psychological trait and situational factor (1-6)			% of Difference
		%Prediction	Predictors	Beta value	%Prediction	Predictors	Beta value	%Prediction	Predictors	Beta value	
Total	431	15.60	1,3,2	-.27,-.24,.17	4.50	4,5	.19,-.13	20.10	1,3,4,2	-.28,-.25,.18,.13	4.50
Male	105	19.40	2,3,1	.31,-.30,-.18	12.40	4,5	.31,-.20	30.60	3,4,2,1	-.35,.30,.25,-.22	11.20*
Female	326	15.40	1,3,2	-.31,-.21,.11	2.70	4	.13	18.20	1,3,4	-.31,-.20,.16	2.80
Junior	206	20.60	1,3,2	.-.36,.20,.18	4.10	-	-	23.90	1,3,4,2	-.37,-.23,.18,.14,	3.30
Senior	206	13.30	3,1,2	-.25,-.20,.17	5.70	4	.16	19.50	3,1,6,5,2,4	-.25,-.22,.19,-.17,.15,.14	6.20*
Short employment	124	17.80	1,3,2	-.33,-.21,.17	6.50	4	.23	23.90	1,4,3,2	-.32,.24,-.24,.13	6.10*
Long employment	125	13.60	3,1,2	-.25,-.20,.17	4.20	5	-.15	17.80	3,1,2,5,6	-.24,-.21,.19,-.18,.15	4.20
Front line	205	18.00	1,3	-.33,-.15	7.70	4,5	.21,-.22	23.70	1,4,3	-.32,.20,-.19	5.70*

Group	No. of cases	Group1: Psychological trait (1-3)			Group 2: Situational factor (4-6)			Group 3: Psychological trait and situational factor (1-6)			% of Difference
		%Prediction	Predictors	Beta value	%Prediction	Predictors	Beta value	%Prediction	Predictors	Beta value	
Back office	130	16.90	2,3,1	.28,-.24,-.21	7.30	4	.22	24.10	1,3,4,2	-.24,-.25.,22,.21	7.20*
Single status	263	18.70	1,3,2	-.28,-.27,.21	7.00	4,5	.24,-.14	24.80	3,1,4,2	-.29,-.27,.22,.16	6.10*
Other status	139	6.20	1	-.21	2.50	-	-	8.90	1	-.21	2.70

Note: All beta values were statistical significance at the level of 0.5; * Difference was at least 5%. Predictors

1 =	Misconception of social responsibility	3 =	Materialism	5 =	Perceived supervisory social support
2 =	Core self-evaluation	4 =	Perceived organizational support	6 =	Social Norm

misconception of social responsibility, materialism, and core self-evaluation with beta value -.27, -.24, .17 respectively.

The analysis results of 10 subgroups (Table 3.7) showed that the highest predictable group by these three variables was junior ground staff with the predictive power of 20.60%. The importance in descending order were misconception of social responsibility, materialism and core self-evaluation with beta value -.36, -.20, and .18 respectively. The highest predictable group was male ground staff with the predictive power of 19.40%. The important predictors in descending order were core self-evaluation, materialism, and misconception of social responsibility with beta value .31, -.30, and -.18 respectively. The least predictable group was other status staffs with the predictive power of 6.20%. There was only important predictor that was misconception of social responsibility with beta value -.21. The predictive power range in the rest of the subgroups was between 13.30% and 18.70%.

Comparing the amount of prediction among subgroups of the same category, it was found that there were two pairs in which the differences were equal or more than 5% as follows 1) junior ground staff and senior ground staff (20.60% and 13.30% respectively), and 2) single status and other status (18.70% and 6.20% respectively).

By using the third group of predictors in terms of situational factor, namely perceived organizational support, perceived supervisory social support, and social Norm (Table3.7), it was found that these three variables could predict attitudinal gratefulness in the total group with only 4.50% of accuracy. The important predictors in descending order were perceived organizational support and perceived supervisory social support with beta value .19 and -.13 respectively.

The analysis results of 10 subgroups (Table 3.7) showed that the highest predictable group by these three predictors was male ground staff with the predictive power of 12.40%. The important predictors in descending order were perceived organizational support and perceived supervisory social support with beta value .31 and -.20 respectively. The second highest predictable group was front line staff with the predictive power of 7.70%. The important predictors in descending order were perceived organizational support and perceived supervisory social support with beta value .21 and -.22 respectively. The least predictable group was other status staffs for 2.50%, and without any important predictor. The predictive power range in the rest of the subgroups was between 2.70% and 7.30%.

Comparing the amount of prediction among subgroups of the same category, it was found that there were one pair in which the differences were equal or more than 5% which was male staff and female staff (12.40% and 2.70% respectively).

By using the third group of predictors in terms of psychological trait and situational factor, named above, it was found that (Table 3.7) all 6 predictors could predict attitudinal gratefulness in the total group with 20.10% of accuracy. The important predictors in descending order were misconception of social responsibility, materialism, perceived organizational support, and perceived supervisory social support with beta value -.28, -.25, .18, and .13 respectively.

The analysis results of 10 subgroups (Table 3.7) showed that the highest predictable group by all six predictors was male staff group for 30.60%. The important predictors in descending order were materialism, perceived organizational support, core self-evaluation, and misconception of social responsibility with beta value -.35, .30, .25, and -.22 respectively. The second highest predictable group was single staff for 24.80%. The important predictors in descending order were materialism, misconception of social responsibility, perceived organizational support, and core self-evaluation with beta value -.29, -.27, .22, and .16 respectively. The least predictable group was other status staffs for 8.90%. There was only an important predictor as misconception of social responsibility with beta value -.21. The predictive power range in the rest of the subgroups was between 17.80% and 24.10%.

Comparing the amount of prediction among subgroups of the same category, it was found that there were four pairs in which the differences were equal or more than 5% as follows: 1) female staff and Male staff (30.60% and 18.20% respectively), 2) junior staff and senior staff (23.90% and 19.50% respectively), 3) short working duration staff and long working duration staff (23.90% and 18.70% respectively), and 4) single status and other status (24.80% and 8.90% respectively).

The result for this part of research in total sample did not support the hypothesis 1. However, the supported results were found in six subgroups: male ground staff group, senior ground staff group, short working duration staff group, front line staff group, back office staff group, and single status staff group.

3.3 Multiple Regression Analysis on Participative Corporate Social Responsibility Behavior Predicted by Psychological Trait, Situational Factor, and Psychological State

In this part Multiple Regression Analysis in terms of enter and stepwise, were performed to pinpoint the important and prioritized predictors on two variables of participative corporate social responsibility behavior group, consisting of direct participative corporate social responsibility behavior and indirect participative corporate social responsibility behavior. There were three groups of predictors as follows: The Third group included six variables, namely, misconception of social responsibility, core self-evaluation, Materialism, perceived organizational support, perceived supervisory social support, and social Norm. The Forth group consisted of three variables as attitude towards social responsible behavior, attitude towards social responsibility project, and attitudinal gratefulness. The Fifth group was the combination between the third and the forth groups which consisted of nine variables in order to compare if the fifth group could yield the predictive power on each of the two of participative corporate social responsibility behaviors more than the third or the forth groups for at least 5%.

This data analysis would be estimated into total group and 10 subgroups which were divided by biographic history from Table 3.1 and the details are the same as the previous section. The results were as follows.

3.3.1 Multiple Regression Analysis of Direct Participative Social Responsibility Behavior Predicted by Psychological trait, Situational factor, and Psychological state

Basic assumption test from Multiple Regression Analysis results showed each VIF value of predictors (Table 3.8) was less than 10. Also, tolerance value of each predictor was more than 0.10 (Hair, Black, Babin, & Anderson, 2010). It could be concluded that there were very few problems of collinearity. Further analysis can be investigated.

Table 3.8 VIF Values and Tolerance Values of the Direct Participative Corporate
Social Responsibility Behavior Estimated by Multiple Regression Analysis

	Collinearity Statistics	
Model	**Tolerance**	**VIF**
Misconception of social responsibility	0.83	1.20
Core self-evaluation	0.88	1.14
Materialism	0.85	1.17
Perceived organizational support	0.83	1.20
Perceived supervisory social support	0.68	1.47
Social Norm	0.68	1.47
Attitude towards social responsible behavior	0.64	1.55
Attitude towards social responsibility project	0.68	1.47
Attitudinal Gratefulness	0.80	1.26

By using the third group of predictors in terms of psychological trait and situational factor, named above, it was found that (Table 3.9) all 6 predictors could predict direct participative corporate social responsibility behavior in the total group as 17.70%. The important predictors in descending order were perceived supervisory social support, materialism, misconception of social responsibility, and core self-evaluation with beta value .30, .20, .13, and -.09 respectively.

The analysis results of 10 subgroups (Table 3.9) showed that the highest predictable group by these six predictors was male ground staff with the predictive power of 37.70%. The important predictors in descending order were perceived supervisory social support, materialism, misconception of social responsibility and core self-evaluation with beta value .38, .37, .18 and -.24 respectively. The second highest predictable group was other status staffs with the predictive power of 26.10%. The important predictors in descending order were perceived supervisory social support, misconception of social responsibility and materialism with beta value .35, .21, and .16 respectively. The least predictable group was female staff with the predictive power of 12.10%.

Table 3.9 Multiple Regression Analysis on Direct Participative Corporate Social Responsibility Behavior Predicted by Psychological Trait and Situational Factor

Group	No. of cases	Group 3: Psychological trait and Situational factor (1-6)			Group 4: Psychological State (7-9)			Group 5: Psychological trait, Situational factor, and Psychological State (1-9)			% of Difference
		%Prediction	Predictors	Beta value	%Prediction	Predictors	Beta value	%Prediction	Predictors	Beta value	
Total	431	17.70	5,3,1,2	.30,.20,.13,-.09	21.70	7,8,9	.26,.24,-.13	28.20	7,5,8,3,2	.24,.21,.18,.16,-.12	6.50*
Male	105	37.70	5,3,1,2	.38,.37,.18,-.24	26.60	7,9,8	.29,.20,-.30	44.20	5,3,7,2	.37,.28,.27,-.25	6.50*
Female	326	12.10	5,3,1	.25,.13,.12	20.30	8,7	.26,.25	23.80	7,8,5,3	.22,.22,.14,.11	3.50
Junior	206	22.10	5,3	.32,.22	20.60	8,9	.39,-.15	31.50	5,8,7,3,2,6	.33,.23,.20,.15,-.14,-.15	9.40*
Senior	206	15.80	5,1,6	.20,.17,.16	20.70	7,8	.34,.17	26.20	7,5,8,1,2	.27,.26,.16,.15,-.15	5.50*
Short duration	124	19.70	5,3,2	.29,.28,-.13	19.90	8,7,9	.30,.19,-.13	30.20	3,8,5,7,2	.24,.22,.18,.16,-.16	10.30*
Long duration	125	16.40	5,1	.27,.19	19.10	7,8	.30,.18	26.00	7,5,8,1,2	.24,.20,.17,.14,-.16	6.90*
Front line	205	25.50	5,3	.35,.25	23.30	8,9	.40,-.20	35.40	8,5,3,2	.32,.27,.22,-.18	9.90*
Back office	130	18.80	5,1	.31,.21	17.90	7	.41	28.60	7,5,3	.33,.20,.16	9.80*
Single	263	23.70	5,3	.25,.20	23.90	8,7,9	.35,.16,-.11	27.50	8,7,3,5,2	.31,.15,.15,.14,-.13	3.60
Other status	139	26.10	5,1,3	.35,.21,.16	20.00	7	.42	33.00	7,5,3	.32,.30,.18	6.90*

Note: All beta values were statistical significance at the level of 0.5; * Difference was at least 5%. Predictors

1 =	Misconception of social responsibility	4 =	Perceived organizational support	7 =	Attitude towards social responsible behavior
2 =	Core self-evaluation	5 =	Perceived supervisory social support	8 =	Attitude towards social responsibility project
3 =	Materialism	6 =	Social Norm	9 =	Attitudinal Gratefulness

There were three important predictors in descending order as perceived supervisory social support, materialism, and misconception of social responsibility with beta value .25, .13, and .12 respectively. The predictive power range in the rest of the subgroups was between 15.80% and 25.50%.

Comparing the amount of prediction among subgroups of the same category, it was found that there were three pairs in which the differences were equal or more than 5% as follows 1) male ground staff and female staff (37.70% and 12.10% respectively), 2) junior staff and senior staff (22.10% and 15.80% respectively), and 3) Front line staff and back office staff (25.50% and 18.80% respectively).

By using the fourth group of predictors in terms of psychological state, namely attitude towards social responsible behavior, attitude towards social responsibility project, and attitudinal gratefulness (Table 3.9), it was found that these three variables could predict direct participative corporate social responsibility behavior in the total group as 21.70%. The important predictors in descending order were attitude towards social responsibility project, attitude towards social responsible behavior, and attitudinal gratefulness with beta value .26, .24, and -.13 respectively.

The analysis results of 10 subgroups (Table 3.9) showed that the highest predictable group by these three variables was male staff group with the predictive power of 26.60%. The important predictors in descending order were attitude towards social responsibility project, attitude towards social responsible behavior, and attitudinal gratefulness with beta value .29, .20, and -.30 respectively. The second highest predictable group was single status staffs with the predictive power of 23.90%. The important predictors in descending order were attitude towards social responsibility project, attitude towards social responsible behavior, and attitudinal gratefulness with beta value .35, .16, and -.11 respectively. The least predictable group was back office staffs with the predictive power of 17.90%. There was only an important predictor that was Attitude towards social responsibility project with Beta value .41. When considered the leftover subgroups, their range was between 19.10% and 23.30%.

Comparing the amount of prediction among subgroups of the same category, it was found that there were two pairs in which the differences were equal or more than 5% as follows 1) male staff and female staff (26.60% and 20.30% respectively), and 2) front line staff and back office staff (23.30% and 17.90% respectively).

By using the fifth group of predictors in terms of psychological trait, situational factor, and psychological state, named above, it was found that (Table 3.9) all 9 predictors could direct participative corporate social responsibility behavior in the total group for 28.20%. The important predictors in descending order were attitude towards social responsible behavior, perceived supervisory social support, attitude towards social responsibility project, materialism, and core self-evaluation with beta value .24, .21, .18, .16, and -.12 respectively.

The analysis results of 10 subgroups (Table 3.9) showed that the highest predictable group by these nine variables was male staff group with the predictive power of 44.20%. The important predictors in descending order were perceived supervisory social support, materialism, attitude towards social responsible behavior, and core self-evaluation with beta value .37, .28, .27 and -.25 respectively. The second highest predictable group was front line staff with the predictive power of 35.40%. The important predictors in descending order were attitude towards social responsibility project, perceived supervisory social support, materialism, and core self-evaluation with beta value .32, .27, .22 and -.18 respectively. The least predictable group was female staff with the predictive power of 23.80%. The important predictors in descending order were attitude towards social responsible behavior, attitude towards social responsibility project, perceived supervisory social support, and materialism with beta value .22, .22, .14, and .11 respectively. The predictive power range in the rest of the subgroups was between 26.00% and 35.40%.

Comparing the amount of prediction among subgroups of the same category, it was found that there were four pairs in which the differences were equal or more than 5% as follows: 1) male staff and female staff (44.20% and 23.80% respectively), 2) junior staff and senior staff (31.50% and 26.20% respectively), 3) front line staff and back office staff (35.40% and 28.60% respectively), and 4) single staff and other status staff (27.50% and 33.00% respectively).

The result for this part of analysis supported the hypothesis 2The similar results were found in eight subgroups, including male ground staff group, junior ground staff group, senior ground staff group, short working duration staff group, long working duration staff, front line staff group, back office staff group, and other status staff group.

3.3.2 Multiple Regression Analysis on Indirect Participative Corporate Social Responsibility Behavior Predicted by Psychological Trait, Situational Factor, and Psychological State

Basic assumption test from Multiple Regression Analysis results showed each VIF value of predictors (Table 3.10) was less than 10. Also, tolerance value of each predictor was more than 0.10 (Hair, Black, Babin, & Anderson, 2010). It could be concluded that there were very few problems of collinearity. Further analysis can be investigated.

Table 3.10 VIF Values and Tolerance Values of the Indirect Corporate Participative Corporate Social Responsibility Behavior Estimated by Multiple Regression Analysis

	Collinearity Statistics	
Model	**Tolerance**	**VIF**
Misconception of social responsibility	0.83	1.20
Core self-evaluation	0.88	1.14
Materialism	0.85	1.17
Perceived organizational support	0.83	1.20
Perceived supervisory social support	0.68	1.47
Social Norm	0.68	1.47
Attitude towards social responsible behavior	0.64	1.55
Attitude towards social responsibility project	0.68	1.47
Attitudinal Gratefulness	0.80	1.26

By using the third group of predictors in terms of psychological trait and situational factor, named above, it was found that (Table 3.11), all 6 predictors could predict indirect corporate participative social responsibility behavior with the predictive power of 24.40%. The important predictors in descending order were perceived supervisory social support, and social norm with beta value .43 and .11 respectively.

The analysis results of 10 subgroups (Table 3.11) showed that the highest predictable group by all six variables was male staff with the predictive power of

37.60% with the only important predictor as perceived supervisory social support with beta value .58. The second highest predictable group was back office staffs with the predictive power of 35.30% with the only important predictor as perceived supervisory social support with beta value .58. The least predictable group was senior staff with the predictive power of 19.50%. There was only an important predictor as perceived supervisory social support with Beta value .41. When considered the leftover subgroups, their range was between 20.30% and 34.90%.

Comparing the amount of prediction among subgroups of the same category, it was found that there were five pairs in which the differences were equal or more than 5% as follows: 1) male staff and female staff (37.60% and 20.30% respectively), 2) junior staff and senior staff (31.60% and 19.50% respectively), 3) short working duration staff and long working duration staff (32.00% and 21.40% respectively), 4) front line staff and back office staff (26.00% and 35.30% respectively), and 5) single staff and other status staff (23.00% and 34.90% respectively).

By using the fourth group of predictors in terms of psychological state named above, it was found that (Table 3.11) all three predictors could predict indirect corporate participative social responsibility behavior with the predictive power of 20.10% in which the only important predictor as attitude towards social responsibility project (beta value of .44).

The analysis results of 10 subgroups (Table 3.11) showed that the highest predictable group by these three predictors was front line staff as 23.00% with the only important predictor as attitude towards social responsibility project with beta value .45. The second highest predictable group was short working duration staff with the predictive power of 21.60%, and the only important predictor as attitude towards social responsibility project with beta value .45. The least predictable group was the long working duration staff with the predictive power of 16.00%. There was only an important variable as attitude towards social responsibility project with beta value .40. The predictive power range in the rest of the subgroups was between 17.50% and 21.50%.

Table 3.11 Multiple Regression Analysis on of Indirect Corporate Participative Social Responsibility Behavior Predicted by Psychological Trait, Situational Factor, and Psychological State

Group	No. of cases	Group 3: Psychological trait and Situational factor (1-6)			Group 4: Psychological State (7-9)			Group 5: Psychological trait, Situational factor, and Psychological State (1-9)			% of Difference
		%Prediction	Predictors	Beta value	%Prediction	Predictors	Beta value	%Prediction	Predictors	Beta value	
Total	431	24.20	5,6	.43,.11	20.10	8	.44	35.00	5,8,1	.39,.34,-.10	10.80*
Male	105	37.60	5	.58	17.50	8	.42	45.60	5,8	.51,.30	8.00*
Female	326	20.30	5	.43	20.70	8	.44	31.20	8,5,9	.34,.33,.11	10.50*
Junior	206	31.60	5,3,1	.51,.13,-.14	20.40	8	.44	41.90	5,8,1	.43,.35,-.21	10.30*
Senior	206	19.50	5	.41	19.00	8	.43	29.70	8,5	.34,.32	10.20*
Short duration	124	32.00	5,3,6,1	.38,.19,.16,-.13	21.60	8	.45	42.30	5,8,3,1	.37,.34,.17,-.20	10.30*
Long duration	125	21.40	5	.43	16.00	8	.40	30.70	5,8	.35,.31	9.30*
Front line	205	26.00	5	.47	23.00	8	.45	39.30	8,5,9,7	.43,.38,.17,-.15	13.30*
Back office	130	35.30	5	.58	19.70	8,7	.30,.21	42.20	5,8	.50,.22	6.90*
Single status	263	23.00	5,3	.43,.12	21.50	8	.48	33.90	8,5,1	.37,.34,-.12	10.90*
Other status	139	34.90	5,6	.50,.16	19.10	8	.43	41.90	5,8	.45,.28	7.00*

Note: All beta values were statistical significance at the level of 0.5; * Difference was at least 5%. Predictors

1 =	Misconception of social responsibility	4 =	Perceived organizational support	7 =	Attitude towards social responsible behavior
2 =	Core self-evaluation	5 =	Perceived supervisory social support	8 =	Attitude towards social responsibility project
3 =	Materialism	6 =	Social Norm	9 =	Attitudinal Gratefulness

Comparing the amount of prediction among subgroups of the same category, it was found that there was only one pair in which the differences were equal or more than 5% , that is, short working duration staff and long working duration staff (21.60% and 16.00% respectively).

By using the fifth group of predictors in terms of psychological trait, situational factor, and psychological state, named above, it was found that (Table 3.11) all 9 predictors could predict indirect corporate participative social responsibility behavior in the total group with the predictive power of 35.00%. The important predictors in descending order were perceived supervisory social support, attitude towards social responsibility project, and misconception of social responsibility with beta value .39, .34, and -.10 respectively.

The analysis results of 10 subgroups (Table 3.11) showed that the highest predictable group by all nine predictors was male staff with the predictive power of 45.60%. The important predictors in descending order were perceived supervisory social support, and attitude towards social responsibility project with beta value .51 and .30 respectively. The second highest predictable group was short working duration staff with the predictive power of 42.30%. The important predictors in descending order were perceived supervisory social support, attitude towards social responsibility project, materialism, and misconception of social responsibility with beta value .37, .34, .17, and -.20 respectively. The least predictable group was senior staff with the predictive power of 29.70%. The important predictors in descending order were attitude towards social responsibility project, and perceived supervisory social support with beta value .34, and .32 respectively. The predictive power range in the rest of the subgroups was between 30.70% and 42.20%.

Comparing quantity of prediction among subgroups, it could be found that there were 4 pairs in which their differences were more than 5%, as follows; 1) Male ground staff group and Female ground staff group (45.60% and 31.20% respectively), 2) Junior ground staff group and Senior ground staff group (41.90% and 29.70% respectively), 3) Groups of working experience period, short period and long period (42.30% and 30.70% respectively), 4) Single status group and Other status group (33.90% and 41.90% respectively).

The result for this part of analysis in the total sample supported hypothesis 2. The similar results were found in every subgroup.

3.4 Multiple Regression Analysis on Outcome Predicted by Psychological Trait, Situational Factor, Psychological State, and Participative Corporate Social Responsibility Behavior

In this section, Multiple Regression Analysis in terms of enter and stepwise were employed to identify and to prioritize the important predictors of three variables, namely, organizational pride, organization image, and job satisfaction. There were three groups of predictors as follows: The Fifth group, included nine variables as misconception of social responsibility, core self-evaluation, materialism, perceived organizational support, perceived supervisory social support, social norm, attitude towards social responsible behavior, attitude towards social responsibility project, and attitudinal Gratefulness. The sixth group consisted of two variables as direct corporate participative social responsibility behavior, and indirect corporate participative social responsibility behavior. The seventh group was the combination between the fifth and sixth groups which consisted of 11 variables in order to compare if the seventh group could yield predictive power on one by one of Outcome more than the fifth and the sixth group of predictors for at least 5%.

This data analysis would be estimated into total group and 10 subgroups which were divided by biographic history from Table 3.1 and the details are the same as the previous section. The results were as follows.

3.4.1 Multiple Regression Analysis on Organizational Pride Predicted by Psychological Trait, Situational Factor, Psychological State, and Participative Corporate Social Responsibility Behavior

Basic assumption test from Multiple Regression Analysis results showed each VIF value of predictors (Table 3.12) was less than 10. Also, tolerance value of each predictor was more than 0.10 (Hair, Black, Babin, & Anderson, 2010). It could be concluded that there were very few problems of collinearity. Further analysis can be investigated.

Table 3.12 VIF Values and Tolerance Values of the Organizational Pride Estimated by Multiple Regression Analysis

Model	Collinearity Statistics	
	Tolerance	VIF
Misconception of social responsibility	0.81	1.23
Core self-evaluation	0.87	1.15
Materialism	0.83	1.20
Perceived organizational support	0.83	1.20
Perceived supervisory social support	0.60	1.66
Social Norm	0.68	1.48
Attitude towards social responsible behavior	0.61	1.65
Attitude towards social responsibility project	0.61	1.63
Attitudinal Gratefulness	0.78	1.28
Direct corporate social responsibility behavior	0.55	1.80
Indirect corporate social responsibility behavior	0.50	1.99

By using the fifth group of predictors in terms of psychological trait, situational factor, and psychological state named above, it was found that (Table 3.13) all nine predictors could predict (Table3.13) organizational pride with the predictive power of 21.50%. The important predictors in descending order were attitudinal gratefulness and perceived organizational support with beta value .41 and .12 respectively.

The analysis results of 10 subgroups (Table 3.13) showed that the highest predictable group by all nine variables was male staff with the predictive power of 37.80%. There was the important predictor as attitudinal gratefulness with beta value .56. The second highest predictable group was short working duration staff with the predictive power of 29.20%. The important predictors in descending order were perceived organizational support and attitudinal gratefulness with beta value .48 and .14 respectively. The least predictable group was other status staffs with the predictive power of 16.80%. There was only the important predictor as attitudinal gratefulness with beta value .35. The predictive power range in the rest of the subgroups was between 17.40% and 28.40%.

Comparing the amount of prediction among subgroups of the same category, it was found that there were three pairs in which the differences were equal or more than 5% as follows 1) male staff and female staff (37.80% and 17.40% respectively), 2) short working duration staff and long working duration staff (29.20% and 21.40% respectively), and 3) single status staff and other status staff (24.50% and 16.80% respectively).

By using the sixth group of predictors in terms of participative corporate social responsibility behavior, namely, direct participative corporate social responsibility behavior and indirect participative corporate social responsibility behavior the analysis results indicated that these two predictors could predict organizational pride with the predictive power of only 1.70%, and without any important predictor.

The analysis results of 10 subgroups (Table 3.13) showed that the highest predictable group by these two variables was front line staffs with the predictive power of 8.00%. The important predictors in descending order were indirect participative corporate social responsibility behavior, and direct participative corporate social responsibility behavior with beta value .35 and -.29. The second highest predictable group was male staff with the predictive power of 4.40%.

The important predictor was not found. The least predictable group was short working duration staff with the predictive power of 1.20%. The important predictor was not found. The predictive power range in the rest of the subgroups was between 1.40% and 3.90%.

Comparing the amount of prediction among subgroups of the same category, it was found that there was one pair in which the differences were equal or more than 5% , that is, front line staff and back office staff (8.00% and 0.00% respectively).

By using the seventh group of predictors in terms of psychological trait, situational factor, psychological state, and corporate social responsibility behavior, named above, it was found that (Table 3.13) all 11 predictors could predict organizational pride with the predictive power of 21.50%. The important predictors in descending order were attitudinal gratefulness and perceived organizational support with beta value .41 and .12 respectively.

Table 3.13 Multiple Regression Analysis on Organizational Pride Predicted by Psychological Trait, Situational factor, Psychological State, and Corporate Social Responsibility Behavior

Group	No. of cases	Group 5: Psychological trait, Situational factor, and Psychological state (1-9)			Group 6: Social responsible behavior (10-11)			Group 7: Combination (1-11)			% of Difference
		%Prediction	Predictors	Beta value	%Prediction	Predictors	Beta value	%Prediction	Predictors	Beta value	
Total	431	21.50	9,4	.41,.12	1.70	-	-	21.50	9,4	.41,.12	0.00
Male	105	37.80	9	.56	4.40	-	-	31.90	9	.56	5.90*
Female	326	17.40	9,4	.36,.13	1.90	11	.12	18.00	9,4	.36,.13	0.60
Junior	206	25.20	9,4	.44,.16	2.20	-	-	25.30	9,6	.44,.16	0.10
Senior	206	21.80	9,2	.41,.13	1.60	-	-	22.60	9,2	.41,.13	0.80
Short duration	124	29.20	9,4	.48,.14	3.90	11,10	.24,-.18	29.20	9,6	.48,.14	0.00
Long duration	125	21.40	9,2	.38,.18	1.20	-	-	22.00	9,2	.38,.18	0.60
Front line	205	24.90	9,6	.41,.20	8.90	11,10	.35, -.29	25.60	9,6	.41,.20	0.70
Back office	130	28.40	9	.44	-	-	-	29.30	9	.44	0.90
Single status	263	24.50	9,4	.41,.17	1.40	-	-	24.60	9,4	.41,.17	0.10
Other status	139	16.80	9	.35	2.70	-	-	17.10	9	.35	0.30

Note: All beta values were statistical significance at the level of 0.5; * Difference was at least 5%. Predictors

1 =	Misconception of social responsibility	4 =	Perceived organizational support	7 =	Attitude towards social responsible behavior
2 =	Core self-evaluation	5 =	Perceived supervisory social support	8 =	Attitude towards social responsibility project
3 =	Materialism	6 =	Social Norm	9 =	Attitudinal Gratefulness
10 =	Direct participative corporate social responsibility behavior			11 =	indirect participative corporate social responsibility behavior

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The analysis results of 10 subgroups (Table 3.13) showed that the highest predictable group by all 11 predictors was male staffs with the predictive power of 31.90%. There was the important predictor as attitudinal gratefulness with beta value .56. The second highest predictable group was back office staffs with the predictive power of 29.30%. There was the important predictor as attitudinal gratefulness with beta value .44. The least predictable group was other status staffs with the predictive power of 17.10%. There was only the important predictor as attitudinal gratefulness with beta value .35. The predictive power range in the rest of the subgroups was between 18.00% and 29.20%.

Comparing the amount of prediction among subgroups of the same category, it was found that there were four pairs in which the differences were equal or more than 5% as follows 1) male staff and female staff (31.90% and 18.00% respectively), 2) junior staff and senior staff (25.30% and 22.60% respectively), 3) short working duration staff and long working duration staff (29.20% and 22.00% respectively), and 4) single status staff and other status staff (24.60% and 17.10% respectively).

The result for this part of analysis in total sample did not support the hypothesis 3. However, the supportive result was found only in male staff group.

3.4.2 Multiple Regression Analysis on Organizational Image Predicted by Psychological Trait, Situational Factor, Psychological State, and Participative Corporate Social Responsibility Behavior

Basic assumption test from Multiple Regression Analysis results showed each VIF value of predictors (Table 3.14) was less than 10. Also, tolerance value of each predictor was more than 0.10 (Hair, Black, Babin, & Anderson, 2010). It could be concluded that there were very few problems of collinearity. Further analysis can be investigated.

By using the fifth group of predictors in terms of psychological trait, situational factor, and psychological state named above, it was found that (Table 3.15) all nine predictors could predict organizational image in total sample with the predictive power of 19.00%. The important predictors in descending order were attitudinal gratefulness, perceived organizational support, misconception of social responsibility, and perceived supervisory social support with beta value .29, .23, .12 and .10 respectively

Table 3.14 VIF values and tolerance values of the organizational image estimated by Multiple Regression Analysis

	Collinearity Statistics	
Model	**Tolerance**	**VIF**
Misconception of social responsibility	0.81	1.23
Core self-evaluation	0.87	1.15
Materialism	0.83	1.20
Perceived organizational support	0.83	1.20
Perceived supervisory social support	0.60	1.66
Social Norm	0.68	1.48
Attitude towards social responsible behavior	0.61	1.65
Attitude towards social responsibility project	0.61	1.63
Attitudinal Gratefulness	0.78	1.28
Direct participative corporate social responsibility behavior	0.55	1.80
Indirect participative corporate social responsibility behavior	0.50	1.99

The analysis results of 10 subgroups (Table 3.15) showed that the highest predictable group by these nine variables was male staff group with the predictive power of 30.50%. The important predictors in descending order were perceived organizational support and attitudinal gratefulness with beta value .37 and .24 respectively. The second highest predictable group was short working duration staff with the predictive power of 26.50%. The important predictors in descending order were attitudinal gratefulness, materialism, perceived organizational support, misconception of social responsibility, and perceived supervisory social support with beta value .37, .20, .17, .16, and .14 respectively. The least predictable group was long working duration staff with the predictive power of 18.20%. There were important predictors as attitudinal gratefulness and perceived organizational support with beta value .27 and .25 respectively. The predictive power range in the rest of the subgroups was between 18.50% and 23.60%.

Comparing the amount of prediction among subgroups of the same category, it was found that there were four pairs in which the differences were equal or more than 5% as follows: 1) male staff and female staff (30.50% and 19.20% respectively), 2) junior staff and senior staff (23.60% and 18.50% respectively), and 3) short working duration staff and long working duration staff (26.50% and 18.20% respectively).

By using the sixth group of predictors in terms of participative corporate social responsibility behavior, named above, it was found in total sample that (Table 3.15) these two predictors could predict organizational image with the predictive power of 1.40%. There was only important predictor as indirect participative corporate social responsibility behavior with beta value of .11.

The analysis results of 10 subgroups (Table 3.15) showed that the highest predictable group by these two predictors was short working duration staff with the predictive power of 4.70%. There was the important predictor as indirect participative corporate social responsibility behavior with beta value .21. The second highest predictable group was male staff with the predictive power of 4.10%. The important predictor was not found. The least predictable group was long working duration staff

Table 3.15 Multiple Regression Analysis on Organizational Image Predicted by Psychological Trait, Situational Factor, Psychological State, and Participative Corporate Social Responsibility Behavior

Group	No. of cases	Group 5: Psychological trait, Situational factor, and Psychological state (1-9)			Group 6: Social responsible behavior (10-11)			Group 7: Combination (1-11)			% of Difference
		%Prediction	Predictors	Beta value	%Prediction	Predictors	Beta value	%Prediction	Predictors	Beta value	
Total	431	19.00	9,4,1,5	.29,.23,.12,.10	1.40	11	.11	19.00	9,4,1,5	.29,.23,.12,.10	0.00
Male	105	30.50	4,9	.37,.24	4.10	-	-	39.10	4,9	.37,.24	8.60*
Female	326	19.20	9,4,1	.32,.21,.20	0.70	-	-	19.30	9,4,1	.32,.21,.20	0.10
Junior	206	23.60	9,4,1,3	.30,.27,.18,.17	2.30	11	.15	23.60	9,4,1,3	.30,.27,.18,.17	0.00
Senior	206	18.50	9,4	.28,.23	1.50	-	-	18.90	9,4	.28,.23	0.40
Short duration	124	26.50	9,3,4,1,5	.37,.20,.17,.16,.14	4.70	11	.21	26.70	9,3,4,1,5	.37,.20,.17,.16,.14	0.20
Long duration	125	18.20	9,4	.27,.25	0.40	-	-	18.20	9,4	.27,.25	0.00
Front line	205	22.60	4,9,1	.30,.26,.24	2.70	11	.15	23.30	4,9,1	.30,.26,.24	0.70
Back office	130	20.30	9,4	.26,25	2.50	-	-	20.50	9,4	.26,.25	0.20
Single status	263	23.20	9,4,1,3	.31,.27,.17,.15	1.70	-	-	23.40	9,4,1,3	.31,.27,.17,.15	0.20
Other status	139	19.90	9,4,5	.31,.24,.18	1.90	-	-	20.40	9,4,5	.31,.24,.18	0.50

Note: All beta values were statistical significance at the level of 0.5; * Difference was at least 5%. Predictors

1 =	Misconception of social responsibility	4 =	Perceived organizational support	7 =	Attitude towards social responsible behavior
2 =	Core self-evaluation	5 =	Perceived supervisory social support	8 =	Attitude towards social responsibility project
3 =	Materialism	6 =	Social Norm	9 =	Attitudinal Gratefulness
10 =	Direct participative corporate social responsibility behavior			11 =	indirect participative corporate social responsibility behavior

with the predictive power of 0.40%. The important predictor was not found. The predictive power range in the rest of the subgroups was between 0.70% and 2.70%. Comparing the amount of prediction among subgroups of the same category, it was not found the differences were equal or more than 5% in any pair of subgroups.

By using the seventh group of predictors in terms of psychological trait, situational factor, psychological state, and participative corporate social responsibility behavior, named above, it was found that (Table 3.5) all 11 predictors could predict organizational image with the predictive power of 19.00%. The important predictors in descending order were attitudinal gratefulness, perceived organizational support, misconception of social responsibility, and perceived supervisory social support with beta value .29, .23, .12 and .10 respectively.

The analysis results of 10 subgroups (Table 3.15) showed that the highest predictable group by these 11 variables was male staff with the predictive power of 39.10%. There were the important predictors as perceived organizational support and attitudinal gratefulness with beta value .37 and .24 respectively. The second highest predictable group was short working duration staff with the predictive power of 26.70%. The important predictors in descending order were attitudinal gratefulness, materialism, perceived organizational support, misconception of social responsibility, and perceived supervisory social support with beta value .37, .20, .17, .16 and .14 respectively. The least predictable group was long working duration staff with the predictive power of 18.20%. There were the important predictors as attitudinal gratefulness and perceived organizational support with beta value .27 and .25 respectively. The predictive power range in the rest of the subgroups was between 18.90% and 23.40%.

Comparing the amount of prediction among subgroups of the same category, it was found that there were three pairs in which the differences were equal or more than 5% as follows 1) male staff and female staff (39.10% and 19.30% respectively), 2) junior staff group and senior staff (23.60% and 18.90% respectively), and 3) short working duration staff and long working duration staff (26.70% and 18.20% respectively).

The result for this part of analysis in the total sample did not support the hypothesis 3. However, the supportive result was found only in male staff.

3.4.3 Multiple Regression Analysis on Job Satisfaction Predicted by Psychological Trait, Situational Factor, Psychological State, and Participative Corporate Social Responsibility Behavior

Basic assumption test from Multiple Regression Analysis results showed each VIF value of predictors (Table 3.16) was less than 10. Also, tolerance value of each predictor was more than 0.10 (Hair, Black, Babin, & Anderson, 2010). It could be concluded that there were very few problems of collinearity. Further analysis can be investigated.

Table 3.16 VIF Values and Tolerance Values of the Job Satisfaction Estimated by Multiple Regression Analysis

Model	Collinearity Statistics	
	Tolerance	VIF
Misconception of social responsibility	0.81	1.23
Core self-evaluation	0.87	1.15
Materialism	0.83	1.20
Perceived organizational support	0.83	1.20
Perceived supervisory social support	0.60	1.66
Social Norm	0.68	1.48
Attitude towards social responsible behavior	0.61	1.65
Attitude towards social responsibility project	0.61	1.63
Attitudinal Gratefulness	0.78	1.28
Direct participative corporate social responsibility behavior	0.55	1.80
Indirect participative corporate social responsibility behavior	0.50	1.99

By using the fifth group of predictors in terms of psychological trait, situational factor, and psychological state, named above, it was found that (Table 3.17) all 9 predictors could predict job satisfaction with the predictive power of 20.40%. The important predictors in descending order were materialism, perceived organizational

support, social norm, perceived supervisory social support, and core self-evaluation with beta value .17, .14, .13, .13, and .12 respectively.

The analysis results of 10 subgroups (Table 3.17) showed that the highest predictable group by these 9 variables was male staff with the predictive power of 43.70%. The important predictors in descending order were materialism, attitudinal gratefulness, social norm, and attitude towards social responsibility project with beta value .33, .29, .27, and .20 respectively. The second highest predictable group was senior staff with the predictive power of 28.40%. The important predictors in descending order were materialism, core self-evaluation, perceived organizational support, social norm, and perceived supervisory social support with beta value .22, .21, .18, .16, and .15 respectively. The least predictable group was female staff with the predictive power of 14.90%. The important predictors in descending order were perceived supervisory social support, materialism, perceived organizational support, and core self-evaluation with beta value .20, .15, .11, and .10 respectively. The predictive power range in the rest of the subgroups was between 15.10% and 26.90%.

Comparing the amount of prediction among subgroups of the same category, it was found that there were three pairs in which the differences were equal or more than 5% as follows: 1) male staff and female staff (43.70% and 14.90% respectively), 2) junior staff and senior staff (15.50% and 28.40% respectively), and 3) short working duration staff and long working duration staff (15.10% and 26.90% respectively).

By using the sixth group of predictors in terms of participative corporate social responsibility, named above, it was found that (Table 3.17) all 2 predictors could predict job satisfaction as 5.20%. There was the important predictor as indirect participative corporate social responsibility behavior with beta value .22.

The analysis results of 10 subgroups (Table 3.17) showed that the highest predictable group by these two predictors was male staff with the predictive power of 10.30%. There was the important predictor as indirect participative corporate social responsibility behavior with beta value .32. The second highest predictable group was single staff with the predictive power of 6.90%. There was the important predictor as

Table 3.17 Multiple Regression Analysis on Job Satisfaction Predicted by Psychological Trait, Situational Factor, Psychological State, and Participative Corporate Social Responsibility Behavior

Group	No. of cases	Group 5: Psychological trait, Situational factor, and Psychological state (1-9)			Group 6: Social responsible behavior (10-11)			Group 7: Combination (1-11)			% of Difference
		%Prediction	Predictors	Beta value	%Prediction	Predictors	Beta value	%Prediction	Predictors	Beta value	
Total	431	20.40	3,4,6,5,2	.17,.14,.13,.13,.12	5.20	11	.22	20.70	3,4,6,5,2	.17,.14,.13,.13,.13	0.30
Male	105	43.70	3,9,6,8	.33,.29,.27,.20	10.3	11	.32	37.20	3,9,6,7	.33,.29,.27,.20	6.50*
Female	326	14.90	5,3,4,2	.20,.15,.11,.10	3.40	11	.18	15.20	5,3,4,2	.20,.15,.11,.11	0.30
Junior	206	15.50	4,6,8	.19,.15,.14	4.10	11	.20	16.00	4,6,8	.19,.15,.15	0.50
Senior	206	28.40	3,2,6,4,5	.22,.21,.18,.16,.15	5.50	11	.22	29.20	3,2,6,4,5	.22,.21,.18,.16,.15	0.80
Short duration	124	15.10	4,6	.21,.16	4.40	11	.20	15.40	4,6	.21,16	0.30
Long duration	125	26.90	3,2,6,5,4	.23,.19,.17,.16,.14	4.80	11	.20	27.40	3,2,6,5,4	.23,.19,.17,.16,.14	0.50
Front line	205	23.50	3,6,4	.24,.23,.19	5.10	11	.22	24.10	3,6,4	.24,.23,.19	0.60
Back office	130	23.70	3,5,9,1	.26,.25,.24,.18	6.70	11	.23	23.80	3,5,9,1	.26,.25,.24,.18	0.10
Single status	263	20.80	3,4,6,2,8	.17,.16,.14,.13,.13	6.90	11	.26	18.80	3,4,11,2,6	.17,.16,.14,.13,.13	2.00
Other status	139	24.80	5,1,4	.33,.18,.16	2.90	-	-	19.30	5,1,4	.34,.18,.16	5.50*

Note: All beta values were statistical significance at the level of 0.5; * Difference was at least 5%.Predictors

1 =	Misconception of social responsibility	4 = Perceived organizational support	7 = Attitude towards social responsible behavior
2 =	Core self-evaluation	5 = Perceived supervisory social support	8 = Attitude towards social responsibility project
3 =	Materialism	6 = Social Norm	9 = Attitudinal Gratefulness
10 =	Direct participative corporate social responsibility behavior		11 = indirect participative corporate social responsibility behavior

indirect participative corporate social responsibility behavior with beta value .26. The least predictable group was other status staffs with the predictive power of 2.90%. The important predictor was not found. The predictive power range in the rest of the subgroups was between 3.40% and 6.70%.

Comparing the amount of prediction among subgroups of the same category, it was found that there was only one pair in which the differences were equal or more than 5% as male staff and female staff (43.70% and 14.90% respectively).

By using the seventh group of predictors in terms of psychological trait, situational factor, psychological state, and participative corporate social responsibility behavior, named above, it was found that (Table 3.17) all 11 predictors could predict Job satisfaction with the predictive power of 20.70%. The important predictors in descending order were materialism, perceived organizational support, social norm, perceived supervisory social support, and core self-evaluation with beta value .17, .14, .13, .13 and .13 respectively.

The analysis results of 10 subgroups (Table 3.17) showed that the highest predictable group by these 11 predictors was male staff with the predictive power of 37.20%. The important predictors in descending order were materialism, attitudinal gratefulness, social norm, and attitude towards social responsible behavior with beta value .33, .29, .27, and .20 respectively. The second highest predictable group was senior staff with the predictive power of 29.20%. The important predictors in descending order were materialism, core self-evaluation, perceived organizational support, social norm, and perceived supervisory social support with beta value .22, .21, .18, .16, and .15 respectively. The least predictable group was other status staffs with the predictive power of 15.20%. The important predictors in descending order were perceived supervisory social support, materialism, perceived organizational support, and core self-evaluation with beta value .20, .15, .11, and .11 respectively. The predictive power range in the rest of the subgroups was between 15.40% and 27.40%.

Comparing the amount of prediction among subgroups of the same category, it was found that there were three pairs in which the differences were equal or more than 5% as follows 1) male staff and female staff (37.20% and 15.20% respectively), 2) junior staff and senior staff (16.00% and 29.20% respectively), and 3) short working duration staff and long working duration staff (15.40% and 27.40% respectively).

The result for this part of analysis did not support in total sample. However, the supportive results were found in two subgroups, namely, male staff and other status staff group

3.5 Path Analysis Results of Participative Corporate Social Responsible Behavior and Outcome

The purpose for this part was to study direct and indirect effects of situational latent variable and psychological trait latent variable influencing on participative corporate social responsibility behavior latent variable and outcome latent variable via psychological state latent variable.

By using latent model concept, there were five latent variables as follows as exogenous latent variables and endogenous latent variables. The exogenous latent variables were divided into two groups, composed of 1) situational factor latent variable including three variables, namely, perceived organizational support, perceived supervisory social support, and social norm, 2) psychological trait latent variable including three variables, namely, misconception of social responsibility, core self-evaluation, materialism. On the other hand, endogenous latent variables were divided into three groups of variables composed of 1) psychological state latent variable including three variables; attitude towards social responsible behavior, attitude towards social responsibility project, attitudinal gratefulness, 2) participative corporate social responsibility behavior including two variables; direct participative corporate social responsibility behavior and indirect participative corporate social responsibility behavior, and 3) outcome included three variables; organizational pride, organizational image, and job satisfaction.

Based the reviewed literature and interactionism model, the hypothetical path analysis model was constructed. Intercorrelation matrix and covariance were used as the primary data. The maximum likelihood method was used to estimate values.

Results from the analysis indicated that the hypothetical model did not fit. The model was adjusted until it was fit to the empirical data (details of analysis results were in Appendix C) leading to this hypotheses model was partially supported (Table 3.18

and Figure 3.1) ($\chi^2 = 58.200$, df = 44, p-value = 0.0742, RMSEA = 0.027, CFI = 0.990, TLI = 0.979, SRMR = 0.048).

Table 3.18 Criteria for Model Fit

Statistic	Criteria	Estimated Value of Model
χ^2	Statistical insignificance	χ^2= 58.200, df = 44, p-value = 0.0742
RMSEA	$\leq .05$	0.027
CFI	$\geq .90$	0.990
TLI	$\geq .90$	0.979
SRMR	$\leq .06$	0.048
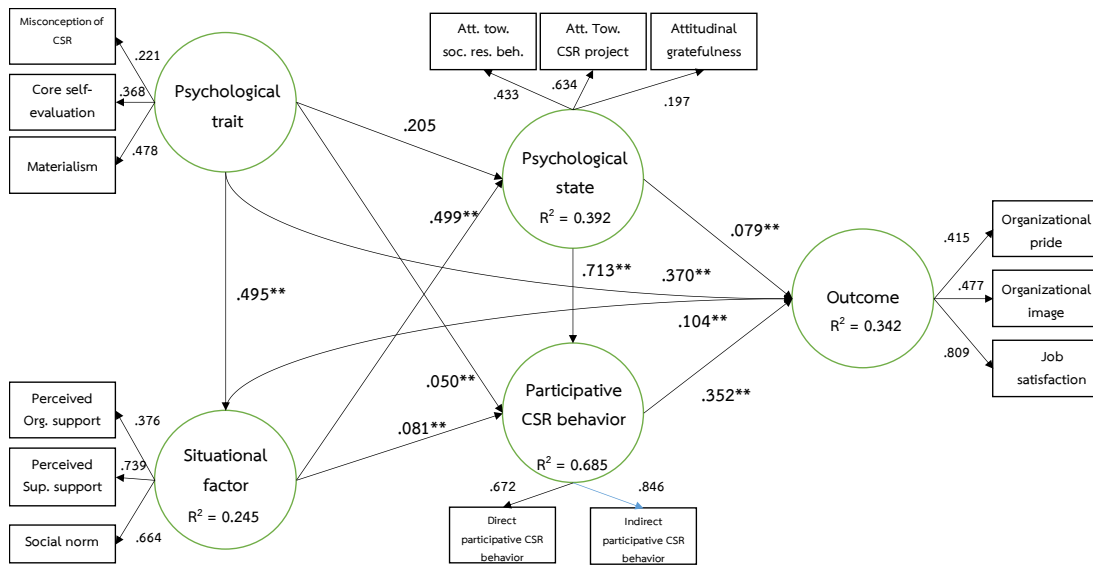
Figure 3.1 Result of Causal Relationship Model of Psychological Trait, Situational Factor, and Psychological State Towards Participative Corporate Social Responsibility Behavior and Outcome in Total Group (N = 431 Samples, * p <.05, *** p<.01)

From Table 3.19, For the measurement model of psychological trait latent variable, materialism variable displayed the highest factor loading in this group (standardized factor loading = 0.478), followed by, core self-evaluation (standardized

factor loading = 0.368). The least factor loading in this group was misconception of social responsibility (standardized factor loading = 0.221).

Table 3.19 Estimated Parameter Values and Statistic Values Relating to the Causal Relationship Model of Participative Corporate Social Responsibility Behavior and Outcome

Variables	Factor loading b	(SE)	Standardized factor loading (β)	t
Measurement model				
Matrix LX (Factor loading of Exogenous Variable)				
Psychological trait latent				
Misconception of social responsibility	1.000	.000	0.221	3.511***
Core self-evaluation	0.981	.337	0.368	5.737***
Materialism	2.598	.869	0.478	6.825***
Situation factor latent				
Perceived organizational support	1.000	.000	0.376	7.506***
Perceived supervisory social support	2.889	.454	0.739	18.126***
Social norm	1.857	.292	0.664	16.108***
Matrix LY (Factor loading of Endogenous Variable)				
Psychological state latent				
Attitude towards social responsible behavior	1.000	.000	0.433	6.436***

Table 3.19 (Continued)

Variables	Factor loading b	(SE)	Standardized factor loading (β)	t
	Estimated parameter Value			
Attitude towards social responsibility project	1.377	.219	0.639	9.665***
Attitudinal gratefulness	0.530	.000	0.197	6.169***
Participative corporate social responsibility behavior				
Direct participative corporate social responsibility behavior	1.000	.000	0.672	18.073***
Indirect participative corporate social responsibility behavior	1.691	.159	0.846	23.680***
Outcome				
Organizational pride	1.000	.000	0.415	9.040***
Organizational image	0.674	.080	0.477	9.541***
Job satisfaction	0.901	.142	0.809	13.738***
Equation Model				
Matrix GA (Gamma)				
Psychological trait → Situational factor	0.649	.247	0.495	5.637***
Psychological trait → Psychological state	0.359	.280	0.205	1.485***
Situational factor → Psychological state	0.663	.201	0.499	3.969***
Psychological trait → Social responsible behavior	0.130	.000	0.050	3.357***
Situational factor → Social responsible behavior	1.058	.287	0.081	6.339***
Psychological trait → Outcome	0.981	.451	0.370	3.720***
Situational factor → Outcome	0.210	.000	0.104	5.785***

Variables	Estimated parameter Value			
	Factor loading b	(SE)	Standardized factor loading (β)	t
Matrix BE (Beta)				
Psychological state → Social responsible behavior	1.058	.287	0.713	6.252***
Psychological state → Outcome	0.120	.000	0.079	5.321***
Social responsible behavior → Outcome	0.360	.000	0.352	7.676***
Matrix interaction between variables	1	2	3	4	5
1. Outcome	1.000				
2. Social responsible behavior	0.409	1.000			
3. Psychological state	0.284	0.820	1.000		
4. Psychological trait	0.602	0.413	0.452	1.000	
5. Situational factor	0.547	0.605	0.600	0.495	1.000

Note: * p<.05, *** p<.001

For measurement model of situational factor latent (Table 3.19), it showed that perceived supervisory social support variable was the highest factor loading in this group (standardized factor loading = 0.739), followed by social norm (standardized factor loading = 0.664). The least factor loading in this group was perceived organizational support (standardized factor loading = 0.379).

For measurement model of psychological state latent (Table 3.19), it showed that attitude towards social responsibility project variable had the highest factor loading in this group (standardized factor loading = 0.639), followed by attitude towards social responsible behavior (standardized factor loading = 0.433). The least factor loading in this group was attitudinal gratefulness (Standardized factor loading = 0.197).

For measurement model of participative corporate social responsibility behavior latent (Table 3.19), it showed that indirect participative corporate social responsibility behavior variable had the highest factor loading in this group

(standardized factor loading = 0.846), followed by direct participative corporate social responsibility behavior (standardized factor loading = 0.672).

For measurement model of outcome group (Table 3.19), it showed that Job satisfaction had the highest factor loading in this group (standardized factor loading = 0.809), followed by organizational image (standardized factor loading = 0.477). The least factor loading in this group was organizational pride (standardized factor loading = 0.415).

For path analysis model reporting total effect (TE), direct effect (DE), and indirect effect (IE) of outcome latent variable (Table 3.20 and Figure 3.2), it found that the psychological trait latent variable had the highest total effect to outcome latent variable (TE = 0.602), followed by participative corporate social responsibility behavior latent variable (TE = 352), psychological state latent variable (TE = 0.330), and situational factor latent variable (TE = 0.297). For the Direct effects, the psychological trait latent variable highest effect to outcome latent variable (DE = 0.370), followed by participative corporate social responsibility behavior latent variable (DE = 0.352), situational factor latent variable (DE = 0.104), and psychological state latent variable (DE = 0.104). For IE, the psychological state had the highest IE Outcome (IE = 0.251), followed by psychological trait latent variable (IE = 0.232), and situational factor latent variable (IE = 0.193). The R-squared value of outcome latent variable was 0.342.

For path analysis model reporting total effect (TE), direct effect (DE), and indirect effect (IE) of participative corporate social responsibility behavior latent variable (Table 3.20 and Figure 3.2), it found that psychological state latent variable had the highest TE to participative corporate social responsibility behavior latent variable (TE = 0.713), followed by situational factor latent variable (TE = 436), and psychological trait latent variable (TE = 0413). For the direct effect, psychological state latent variable had the highest DE to participative corporate social responsibility behavior latent variable was (DE = 0.713), followed by situational factor latent variable (DE = 0.081), and psychological trait latent variable (DE = 0.050). For IE, psychological trait latent variable had the highest IE to participative corporate social responsibility behavior latent variable (IE = 0.362), followed by situational factor latent

variable (IE = 0.355). The R-squared (R^2) value of participative corporate social responsibility behavior latent variable was 0.685.

For path analysis model reporting total effect (TE), direct effect (DE), and indirect effect (IE) of psychological state latent variable (Table 3.20 and Figure 3.2), it found that the situational factor latent variable had the highest TE to the psychological state latent variable (TE = 0.499), followed by psychological trait latent variable (TE = 452). For the direct effect, the situational factor latent variable had the highest DE to the psychological state latent variable (DE = 0.499), followed by psychological trait latent variable (DE = 0.205). And, psychological state latent variable had indirect effect towards Situational factor (IE = 0.247). The R-squared (R^2) value of psychological state was 0.392.

For path analysis model reporting total effect (TE), direct effect (DE), and indirect effect (IE) of situational factor latent variable (Table 3.20 and Figure 3.2), it found that the psychological trait latent variable had the highest TE to the psychological state latent variable (TE = 0.499) without IE from any latent variable. The R-squared (R^2) value of situational factor latent variable was 0.248.

3.6 Three-Way ANOVA Results of Psychological Trait, Situational Factor, Psychological State, Participative Corporate Social Responsibility Behavior and Outcome based on Biographic of Ground Staffs

In this part, the Three-Way Analysis of Variance was performed to analyze five groups of dependent variables in total sample as follows; 1) psychological trait included three variables (misconception of social responsibility, core self-evaluation, and materialism), 2) situational factor included three variables (perceived organizational support, perceived supervisory social support, and social norm), 3) psychological state included three variables (attitude towards social responsible behavior, attitude towards social responsibility project, and attitudinal gratefulness), 4) participative corporate social responsibility behavior (direct participative corporate social responsibility behavior, and Indirect participative corporate social responsibility behavior),

Table 3.20 Direct and Indirect Effects of Situational Factor, Psychological Trait, Psychological State Towards Social Responsible Behavior and Outcome in Total Group (n=431)

Cause variable	Effect latent variables in model											
	Situational factor			Psychological state			Participative CSR behavior			Outcome		
	DE	IE	TE	DE	IE	TE	DE	IE	TE	DE	IE	TE
Psychological trait b	0.649	-	0.649	0.359	0.430	0.789	0.130	0.939	1.069	0.981	0.616	1.597
S.E.	0.247	-	0.247	0.280	0.180	0.333	0.000	0.408	0.408	0.451	0.224	0.598
β	0.495	-	0.495	0.205	0.247	0.452	0.050	0.362	0.413	0.370	0.232	0.602
Situational factor b				0.663	-	0.663	0.160	0.702	0.862	0.210	0.390	0.600
S.E.				0.201	-	0.201	0.000	0.280	0.280	0.000	0.120	0.120
β				0.499	-	0.499	0.081	0.355	0.436	0.104	0.193	0.297
Psychological state b							1.058	-	1.058	0.120	0.381	0.501
S.E.							0.287	-	0.287	0.000	0.103	0.103
β							0.713	-	0.713	0.079	0.251	0.330
Participative CRS behavior b										0.360	-	0.360
S.E.										0.000	-	0.000
β										0.352	-	0.352
R^2	0.248			0.392			0.685			0.342		

Note: b (Factor loading), S.E (Standard Error), β (Standardized Factor loading), DE (Direct Effect), IE (Indirect Effect), TE (Total Effect)

and 5) outcome (organizational pride, organizational image, and job satisfaction), in which the Biographic data of the samples were the Independent variables. Details are as following.

3.6.1 Three-Way ANOVA Results of Psychological Trait, Situational Factor, Psychological State, Participative Corporate Social Responsibility Behavior and Outcome based on Gender, Age, and Marital status of Ground Staffs

In this part Three-Way ANOVA was established with three Independent variables as 1) gender, including 105 Male ground staffs (24.4%) and 326 Female ground staffs (75.60%), 2) marital status, composed of 263 Single status staffs (65.40%) and 139 Other status staffs (34.60%), and 3) age, consisted of 206 junior staffs (50.00%) and 206 senior staffs (50.00%). Details are as follows.

Three-Way ANOVA results of direct participative corporate social responsibility behavior based on gender, age, and marital status. The results showed that age was only one main effect for direct participative corporate social responsibility behavior (Table 3.21). Result from poc hoc test indicated that junior staffs reported more direct participative corporate social responsibility behavior than senior staffs. Besides, there was no significant two-way and three-way interactions in these analyses.

Table 3.21 Three-Way ANOVA Results of Psychological Trait, Situational Factor, Psychological State, Participative Corporate Social Responsibility Behavior, and Outcome by Gender, Age, and Marital status (Part 1), and mean comparisons of Psychological Trait, Situational Factor, Psychological State, Participative Corporate Social Responsibility Behavior, and Outcome based on Independent variables in main effect (Part 2)

Group	No. of cases	F-Value						
		Gender (A)	Age (B)	Status (C)	AXB	AXC	BXC	AXBXC
Direct social responsible behavior	431	2.28	4.64*	3.30	0.15	1.81	0.65	0.16
Indirect social responsible behavior	431	0.51	0.64	19.91***	2.47	9.20**	25.86***	0.53
Attitude towards CSR behavior	431	2.72	7.97*	0.53	0.67	0.55	0.09	0.52
Attitude towards CSR project	431	2.24	0.27	0.41	0.02	0.03	2.63	0.33
Attitudinal gratefulness	431	5.83*	5.48*	0.67	3.72*	1.62	0.56	0.55
Organizational pride	431	1.42	8.92**	0.05	0.68	0.40	1.43	0.10
Organizational image	431	2.78	1.17	0.00	0.13	0.04	0.01	0.00
Job satisfaction	431	0.38	0.08	1.01	0.11	0.06	3.02	0.55
Misconception of CSR	431	1.11	3.30	0.01	3.02	0.19	2.33	1.80
Core self-evaluation	431	2.13	5.20*	0.09	3.54	0.23	0.48	2.95
Materialism	431	0.05	10.46**	0.70	1.06	0.00	0.14	0.10
Perceived organizational support	431	0.42	0.08	0.13	0.10	1.47	0.30	0.02
Perceived supervisory support	431	0.36	0.15	9.18**	1.20	2.55	18.16*	1.98
Social Norm	431	0.53	0.43	5.20*	2.29	1.95	7.34**	1.54

Note: *p < 0.05, **p < 0.01 and ***p < .001

Table 3.21 (Continued) (Part 2)

Dependent Variables	Independent Variables	Comparing Average of Dependent Variables							
		High value group				Low value group			
		Average	SE	95% CI Lower	95% CI Upper	Average	SE	95% CI Lower	95% CI Upper
Direct participative CSR behavior	Gender	Male=49.35	1.06	47.25	51.45	Female=47.55	0.52	46.53	48.58
	Age	Junior=49.73	1.01	47.74	51.73	Senior=47.17	0.62	45.95	48.39
	Marital Status	Single=49.54	0.53	48.49	50.58	Other=47.37	1.06	45.28	49.46
Indirect participative CSR behavior	Gender	Male=52.38	1.33	49.76	55.00	Female=51.32	0.65	50.03	52.60
	Age	Senior=52.44	0.77	50.92	53.96	Junior=51.25	1.26	48.76	53.74
	Marital Status	Single=55.16	0.66	53.85	56.46	Other=48.54	1.32	45.93	51.15
Attitude towards SR behavior	Gender	Male=84.67	1.15	82.40	86.93	Female=82.55	0.56	81.45	83.66
	Age	Junior=85.42	1.09	83.27	87.57	Senior=81.80	0.66	80.49	83.12
	Marital Status	Other=83.86	1.14	81.61	86.12	Single=83.36	0.57	82.23	84.49
Attitude towards CSR project	Gender	Male=78.13	1.05	76.05	80.20	Female=76.37	0.51	75.35	77.38
	Age	Junior=77.55	1.00	75.58	79.53	Senior=76.94	0.61	75.74	78.15
	Marital Status	Single=77.63	0.52	76.59	78.66	Other=76.87	1.05	74.80	78.93
Attitudinal gratefulness	Gender	Female=71.58	0.62	70.34	74.81	Male=68.12	1.28	65.59	70.65
	Age	Senior=71.52	0.74	70.05	72.99	Junior=68.17	1.22	65.77	70.57
	Marital Status	Single=70.44	0.64	69.18	71.70	Other=69.26	1.27	66.74	71.77
Organizational pride	Gender	Female=84.34	0.84	82.67	86.01	Male=82.04	0.84	78.62	85.45
	Age	Senior=86.07	1.00	84.09	88.05	Junior=80.30	1.64	77.06	83.54
	Marital Status	Other=83.41	1.72	80.02	86.81	Single=82.97	0.86	81.26	84.67
Organizational image	Gender	Male=75.57	1.01	73.57	77.57	Female=73.68	0.49	72.70	74.66
	Age	Senior=75.24	0.59	74.08	76.40	Junior=74.01	0.96	72.11	75.91
	Marital Status	Other=74.64	1.01	72.65	76.63	Single=74.61	0.50	73.61	75.61
Job satisfaction	Gender	Male =67.97	0.81	66.36	69.58	Female=67.41	0.40	66.62	68.19
	Age	Junior=67.82	0.77	66.29	69.35	Senior=67.56	0.47	66.62	68.49
	Marital Status	Single=68.15	0.40	67.34	68.95	Other=67.23	0.81	65.63	68.83
Misconception of CSR	Gender	Male=38.15	1.26	35.67	40.63	Female=36.66	0.61	35.45	37.88
	Age	Junior=38.68	1.19	36.33	41.04	Senior=36.13	0.73	34.69	37.57
	Marital Status	Other=37.50	1.25	35.03	39.97	Single=37.32	0.62	36.08	38.55
Core self-evaluation	Gender	Female=48.56	0.35	47.87	49.25	Male=47.39	0.72	45.97	48.81
	Age	Junior=48.87	0.68	47.53	50.22	Senior=47.07	0.41	46.25	47.90
	Marital Status	Other=48.10	0.71	46.69	49.51	Single=47.85	0.36	47.14	48.56
Materialism	Gender	Female=36.22	0.71	34.81	37.62	Male=35.85	1.46	32.97	38.72
	Age	Junior=38.66	1.38	35.93	41.39	Senior=33.40	0.84	31.73	35.07
	Marital Status	Single=36.72	0.72	35.28	38.15	Other=35.35	1.45	32.49	38.21
Perceived organizational support	Gender	Male =57.92	0.99	55.97	59.87	Female=57.20	0.48	56.24	58.15
	Age	Junior=57.72	0.94	55.86	59.57	Senior=57.40	0.57	56.27	58.53
	Marital Status	Single=57.76	0.49	56.79	58.73	Other=57.36	0.98	55.41	59.30
Perceived supervisory support	Gender	Male =78.18	1.36	75.50	80.85	Female=77.26	0.66	75.95	78.57
	Age	Senior=78.02	0.79	76.46	79.57	Junior=77.42	1.29	74.88	79.96
	Marital Status	Single=80.01	0.67	78.68	81.35	Other=75.42	1.35	72.76	78.09
Social norm	Gender	Male =69.31	1.01	67.30	71.31	Female=69.05	0.49	68.07	70.03
	Age	Senior=69.55	0.59	68.39	70.72	Junior=68.80	0.96	66.90	70.70
	Marital Status	Single=70.47	0.50	69.47	71.47	Other=67.88	1.01	65.89	69.88

Three-Way ANOVA results of indirect participative CSR behavior based on Gender, Age, and Marital status. This analysis result showed that indirect participative

CSR behavior varied by marital status (Table 3.21). Result from poc hoc test in terms of scheffe′ indicated that single staffs reported more indirect participative corporate social responsibility behavior than other status staffs.

Moreover, the interaction between gender and marital status was found on this dependent variable (Table 3.21). Results from poc hoc test (Table 14 in Appendix B) indicated five significant pairs, but there were only three important pairs as follows: 1) among single staffs, male staffs reported more indirect participative corporate social responsibility behavior than female staffs, 2) among male staffs, single staffs reported more indirect participative corporate social responsibility behavior than other status staffs, 3) among other status staffs, female ground staffs reported more indirect participative corporate social responsibility behavior than male staffs. In addition, there were two important results found as: 1) single male staffs reported the highest amount of indirect participative corporate social responsibility behavior, and 2) other status male staffs reported the least amount of indirect participative corporate social responsibility behavior.

Moreover, the interaction between age and marital status was found (Table 3.21). Results from Scheffe' test (Table 15 in Appendix B) revealed five significant pairs, but there were only three important pairs as follows: 1) Among single staffs, junior staffs reported more indirect participative corporate social responsibility behavior than senior staffs, 2) Among junior staffs, single staffs reported more indirect participative corporate social responsibility behavior than other status staffs, 3) Among other status staffs, junior staffs reported more indirect participative corporate social responsibility behavior than senior staffs. In addition, there were two important results found, as; 1) single junior staffs reported the highest amount of indirect participative corporate social responsibility behavior, and 2) other status junior staffs reported the least amount of indirect participative corporate social responsibility behavior.

Three-Way ANOVA results of attitude towards social responsible behavior based on gender, age, and marital status. This analysis result showed that the variance of attitude towards social responsible behavior was varied by age (Table 3.21). Result from poc hoc test indicated that junior staffs had more favorable attitude towards social responsible behavior than senior staffs. However, Two-Way and Three-Way

interactions were not found on attitude towards social responsible behavior in any groups.

Three-Way ANOVA results of attitudinal gratefulness based on gender, age, and marital status. This analysis result showed that attitudinal gratefulness varied by gender and age (Table 3.21). Result from poc hoc test indicated that 1) female staffs had more attitudinal gratefulness than male staffs and 2) senior staffs had more attitudinal gratefulness than junior staffs.

Moreover, interaction between gender and age on attitudinal gratefulness was found (Table 3.21). Based on the Scheffe' test (Table 16 in Appendix B), there were three significant pairs, but only two pairs were important as follows; 1) among junior staffs, female staffs had more attitudinal gratefulness than male staffs, and 2) among male staffs, senior staffs had more attitudinal gratefulness than junior staffs. In addition, junior male staffs had the least amount of attitudinal gratefulness.

Three-Way ANOVA results of organizational pride based on gender, age, and marital status. This analysis result showed that organizational pride varied by age (Table 3.21). Result from poc hoc test indicated that senior staffs had higher organizational pride than junior staffs. Two-Way and Three-Way interactions on organizational pride were not found in any groups.

Three-Way ANOVA results of core self-evaluation based on gender, age, and marital status. Result from poc hoc test in terms of scheffe′ indicated that core self-evaluation varied by age (Table 3.21). Result from poc hoc test indicated that junior staffs had more core self-evaluation than senior staffs. Two-Way and Three-Way interactions on core self-evaluation were not found in any groups.

Three-Way ANOVA results of materialism based on gender, age, and marital status. Result from poc hoc test in terms of scheffe′ indicated that materialism varied by age (Table 3.21). Result from poc hoc test indicated that junior staffs displayed more materialism than senior staffs. Two-Way and Three-Way interactions on materialism were not found in any groups.

Three-Way ANOVA results of perceived supervisory social support based on gender, age, and marital status. This analysis result showed that perceived supervisory social support varied by gender and marital status (Table 3.21). Result from poc hoc test indicated that single staffs perceived more supervisory social support than other

status staffs. Moreover, interaction between age and status on perceived supervisory social support was found (Table 3.21). Based on the Scheffe' Test (Table 17 in Appendix B), there were five significant pairs, but there were only three important pairs as follows; 1) among single staffs, junior staffs perceived more supervisory social support than senior staffs, 2) among junior staffs, single staffs perceived more supervisory social support than other status staffs, and 3) among other status staffs, senior staffs perceived more supervisory social support than junior staffs. In addition, there were two important results found, as; 1) single junior staffs perceived the highest amount of supervisory social support, and 2) other status junior staffs perceived the least amount of supervisory social support.

Three-Way ANOVA Results of social norm based on gender, age, and marital status. This analysis result showed that social norm varied by marital status (Table 3.21). Result from poc hoc test indicated that single staffs had more social norm than other status taffs. Moreover, interaction between age and marital status was found on social norm .(Table 3.21). Based on the Scheffe' Test (Table 18 in Appendix B), there were three significant pairs, but there were only two important pairs as follows; 1) among junior staffs, single staffs had more social norm than other status staffs, 2) among other status staffs, senior ground staffs had more social norm than junior staffs. In addition, other status junior staffs had the least amount of social norm.

3.6.2 Three-Way ANOVA Results of Psychological Trait, Situational Factor, Psychological State, Participative Corporate Social Responsibility Behavior and Outcome based on gender, work duration, and department

In this part Three-Way ANOVA was performed with three Independent variables as 1) gender consisted of105 Male ground staffs (24.40%) and 326 Female ground staffs (75.60%), 2) Work duration composed of 205 Short period (50.00%) and 205 Long period (50.00%), and 3) Department consisted of 178 front line staffs (57.80%) and 130 back office staffs (42.20%). Details are as follows.

Three-Way ANOVA Results of direct participative corporate social responsibility behavior based on gender, work duration, and department. This analysis result showed that direct participative corporate social responsibility behavior varied

by gender and work duration (Table 3.22). Result from poc hoc indicated that 1) male staffs had more direct participative corporate social responsibility behavior than female staffs, 2) short-work duration staffs had more direct participative corporate social responsibility behavior than long-work duration staffs. Two-Way and Three-Way interactions on direct participative corporate social responsibility behavior were not found in any groups.

Three-Way ANOVA Results of indirect participative corporate social responsibility behavior gender, work duration, and department. This analysis result showed that indirect participative corporate social responsibility behavior varied by gender and work duration (Table 3.22). Result from poc hoc test indicated that 1) male staffs had more indirect participative corporate social responsibility behavior than female staffs, 2) short-work duration staffs had more indirect participative corporate social responsibility behavior than long-work duration staffs. Two-Way and Three-Way interactions on indirect participative corporate social responsibility behavior were not found in any groups.

Three-Way ANOVA results of attitude towards social responsible behavior gender, work duration, and department. This analysis result showed attitude towards social responsible behavior varied by work duration (Table 3.22). Result from poc hoc test indicated that short-work duration staffs had more attitude towards social responsible behavior than long-work duration staffs. Two-Way and Three-Way interactions on attitude towards social responsible behavior were not found in any groups.

Table 3.22 Three-Way ANOVA Results of Psychological Trait, Situational Factor, Psychological State, Participative Corporate Social Responsible Behavior, and Outcome Based on Gender, Work Duration, and Department (Part 1), and Values of Psychological Trait, Situational Factor, Psychological State, Participative Corporate Social Responsible Behavior, and Outcome Based on Independent Variables in Main Effect (Part 2)

Group	No. of cases	F-Values						
		Gender (A)	Work duration (B)	Dept. (C)	AXB	AXC	BXC	AXBXC
Direct participative CSR behavior	431	8.21**	5.65**	0.04	0.83	0.24	0.77	0.51
Indirect participative CSR behavior	431	7.56**	4.36*	1.97	0.16	0.02	0.09	1.17
Attitude towards SR behavior	431	1.03	3.71*	1.66	0.26	1.09	0.02	0.48
Attitude towards CSR project	431	0.42	0.16	0.45	0.32	1.05	0.36	2.32
Attitudinal gratefulness	431	4.78*	0.12	0.05	0.83	1.31	0.14	0.60
Organizational pride	431	3.21	14.00***	0.64	1.68	0.49	0.91	0.12
Organizational image	431	2.55	4.77*	0.16	1.27	0.64	0.79	0.01
Job satisfaction	431	0.18	1.07	1.53	0.09	2.05	0.00	0.15
Misconception of CSR	431	1.17	0.08	0.67	2.00	0.30	1.43	0.00
Core self-evaluation	431	1.83	14.92***	0.39	0.01	0.07	0.08	0.56
Materialism	431	0.00	12.13***	1.31	4.46*	0.16	0.65	0.99
Perceived org. support	431	4.78*	2.51	9.64**	0.35	1.49	0.26	0.28
Perceived supervisory support	431	4.27*	7.26**	2.96	0.08	1.14	3.78	2.91
Social norm	431	2.65	4.59*	0.07	0.20	0.03	0.66	0.05

Note: * p < 0.05, **p < 0.01 and ***p < .001

Table 3.22 (Continued) (Part 2)

Dependent Variables	Independent Variables	Comparing Average of Dependent Variables							
		High value group				Low value group			
		Average	SE	95% CI Lower	95% CI Upper	Average	SE	95% CI Lower	95% CI Upper
Direct participative CSR behavior	Gender	Male=50.84	0.81	49.24	52.44	Female=48.11	0.49	47.13	49.09
	WE Period	Junior=50.61	0.66	49.30	51.91	Senior=48.34	0.68	46.99	49.69
	Dept.	Front=49.57	0.61	48.37	50.78	Back=49.37	0.73	47.93	50.81
Indirect participative CSR behavior	Gender	Male=57.17	1.07	55.06	59.29	Female=53.70	0.65	52.41	55.00
	WE Period	Junior=56.76	0.87	55.03	58.49	Senior=54.12	0.90	52.34	55.90
	Dept.	Back=56.33	0.96	54.42	58.23	Front=54.55	0.81	52.96	56.15
Attitude towards SR behavior	Gender	Male=84.59	0.87	82.87	86.32	Female=83.54	0.53	82.49	84.60
	WE Period	Junior=85.06	0.71	83.65	86.47	Senior=83.08	0.73	81.63	84.53
	Dept.	Front=84.7	0.66	83.43	86.03	Back=83.40	0.78	81.85	84.95
Attitude towards CSR project	Gender	Male=78.07	0.81	76.45	79.68	Female=77.44	0.50	76.46	78.43
	WE Period	Junior=77.95	0.66	76.63	79.26	Senior=77.56	0.68	76.21	78.92
	Dept.	Front=78.08	0.61	76.87	79.29	Back=77.43	0.73	75.98	78.88
	Gender	Female=71.62	0.61	70.41	72.83	Male=69.04	1.00	67.06	71.02

Dependent Variables	Independent Variables	Comparing Average of Dependent Variables							
		High value group				Low value group			
		Average	SE	95% CI Lower	95% CI Upper	Average	SE	95% CI Lower	95% CI Upper
Attitudinal gratefulness	WE Period	Senior=70.54	0.84	68.88	72.20	Junior=70.12	0.82	68.50	71.74
	Dept.	Back=70.47	0.90	68.69	72.25	Front=70.19	0.75	68.70	71.68
	Gender	Female=83.92	0.83	82.28	85.57	Male=81.05	1.36	78.36	83.75
Organizational pride	WE Period	Senior=85.49	1.14	83.23	87.75	Junior=79.49	1.11	77.29	81.69
	Dept.	Front=83.13	1.02	81.11	85.16	Back=81.85	1.22	79.43	84.26
Organizational image	Gender	Male=75.03	0.81	73.42	76.63	Female=73.50	0.49	72.52	74.48
	WE Period	Senior=75.31	0.68	73.96	76.66	Junior=73.22	0.66	71.91	74.53
	Dept.	Front=74.46	0.61	73.25	75.66	Back=74.07	0.73	72.63	75.51
Job satisfaction	Gender	Male=67.99	0.66	66.68	69.29	Female=67.66	0.40	66.86	68.46
	WE Period	Junior=68.23	0.54	67.16	69.29	Senior=67.42	0.55	66.32	68.52
	Dept.	Front=68.31	0.49	67.32	69.29	Back=67.34	0.59	66.17	68.51
Misconception of CSR	Gender	Male=37.81	0.95	35.92	39.70	Female=36.60	0.58	35.44	37.75
	WE Period	Junior=37.37	0.78	35.83	38.91	Senior=37.04	0.80	35.45	38.62
	Dept.	Front=37.67	0.72	36.25	39.08	Back=36.74	0.86	35.05	38.44
Core self-evaluation	Gender	Female=48.40	0.35	47.71	49.09	Male=47.49	0.57	46.36	48.62
	WE Period	Junior=49.25	0.47	48.32	50.17	Senior=46.65	0.48	45.69	47.60
	Dept.	Back=48.16	0.51	47.14	49.17	Front=47.74	0.43	46.88	48.59
Materialism	Gender	Female=36.41	0.70	35.03	37.79	Male=36.29	1.14	34.04	38.55
	WE Period	Junior=38.69	0.93	36.85	40.53	Senior=34.01	0.96	32.11	35.91
	Dept.	Front=37.1	0.86	35.42	38.82	Back=35.58	1.03	33.55	37.61
Perceived organizational support	Gender	Male=59.01	0.70	57.62	60.41	Female=57.20	0.43	56.34	58.05
	WE Period	Junior=58.76	0.57	57.62	59.90	Senior=57.45	0.59	56.27	58.62
	Dept.	Back=59.39	0.63	58.14	60.64	Front=56.81	0.53	55.77	57.86
Perceived supervisory support	Gender	Male=81.60	1.13	79.38	83.82	Female=78.86	0.69	77.50	80.22
	WE Period	Junior=82.01	0.92	80.20	83.83	Senior=78.45	0.95	76.58	80.32
	Dept.	Back=81.37	1.01	79.37	83.37	Front=79.09	0.85	77.42	80.76
Social norm	Gender	Male=71.22	0.76	69.71	72.73	Female=69.75	0.46	68.83	70.68
	WE Period	Junior=71.45	0.62	70.22	72.69	Senior=69.52	0.64	68.25	70.79
	Dept.	Front=70.61	0.57	69.47	71.75	Back=70.36	0.69	69.01	71.72

Three-Way ANOVA results of attitudinal gratefulness gender, work duration, and department. This analysis result showed attitudinal gratefulness varied by gender (Table 3.22). Result from poc hoc test indicated that female staffs had more attitudinal gratefulness than male staffs. Two-Way and Three-Way interactions on attitudinal gratefulness were not found in any groups.

Three-Way ANOVA results of organizational pride gender, work duration, and department. This analysis result showed organizational pride varied by work duration (Table 3.22). Result from poc hoc test indicated that long- work duration staffs had more organizational pride than short-work duration staffs. Two-Way and Three-Way interactions on organizational pride were not found in any groups.

Three-Way ANOVA results of organizational image gender, work duration, and department. This analysis result showed organizational image varied by work duration (Table 3.22). Result from poc hoc indicated that long-work duration staffs had more organizational image than short- work duration staffs. Two-Way and Three-Way interactions on organizational image were not found in any groups.

Three-Way ANOVA results of core self-evaluation gender, work duration, and department. This analysis result showed core self-evaluation varied by work duration (Table 3.22). Result from poc hoc test indicated that short work duration staffs had more core self-evaluation than long work duration staffs. Two-Way and Three-Way interactions on core self-evaluation were not found in any groups.

Three-Way ANOVA results of materialism gender, work duration, and department. This analysis result showed that materialism varied by work duration (Table 3.22). Result from poc hoc test indicated that short work duration staffs had more materialism than long work duration staffs. Moreover, interaction between gender and work duration on materialism (Table 3.22). Based on the Scheffe' Test (Table 19 in Appendix B), there were three significant pairs, but only one important pair was found that is among male staffs, short work duration staffs had more materialism than long work duration staffs.

Three-Way ANOVA results of perceived organizational support gender, work duration, and department. This analysis result showed that perceived organizational support varied by gender and department (Table 3.22). Result from poc hoc test indicated that 1) male staffs perceived organizational support than female staffs; and 2) back office staffs perceived more organizational support than front line staffs. Two-Way and Three-Way interactions on perceived organizational support were not found in any groups.

Three-Way ANOVA results of perceived supervisory social support gender, work duration, and department. This analysis result showed that perceived supervisory social support varied by gender and work duration (Table 3.22). Result from poc hoc test indicated that 1) male staffs perceived more supervisory social support than female staffs, and 2) short work duration staffs perceived more supervisory social support than long work duration staffs. Two-Way and Three-Way interactions on   perceived supervisory social support were not found in any groups.

Three-Way ANOVA results of social norm gender, work duration, and department. This analysis result showed social norm varied by work duration (Table 3.22). Result from poc hoc test indicated that short work duration staffs had more social norm than long work duration staffs Two-Way and Three-Way interactions on social norm were not found in any groups.

CHAPTER 4

CONCLUSIONS AND DISCUSSION

The research topic as "Psychological and Situational Factors Related to Corporate Social Responsible Behavior Among Ground Staffs of Thai Airways Intl PCL" was the Quantitative research to study the Correlational comparative study. There were 2 purposes as follows; First, to indicate the important predictors and predicted values of causal variables of Situational factor and Psychological trait groups towards Cooperate social responsible behavior among the sample group of 431 ground staffs in Thai Airways Intl PCL. Second, and to study direct effect and indirect effect of Psychological trait and Situational factor towards Cooperate social responsible behavior. This chapter would present the Conclusions and Hypothesis discussion, Conclusion of the Risk groups and Protective factors, Benefits and Limitations, and Research Suggestions.

This research composed of 3 hypotheses and applied many statistic analyses namely; 1) Multi Regression Analysis as Enter and Stepwise regressions to test the Hypotheses 1 and 2; 2) Path Analysis to examine Hypothesis 3; and 3) Three Way Analysis of Variance to find the Risk group and to be applied in Suggestions for the future Development. As following details;

4.1 Conclusions and Hypothesis Discussion

The sample group employed for this research was the Ground staffs of Thai Airways International Public Company Limited. For sampling, Multistage Quota Random Sampling was established in which there were 431 collected samples with both Enter and Stepwise Regressions because of those hypotheses based on the concept of Interaction Theory. Endler and Magnusson (1977) cited the integration of many types of causal factors in terms of Situational factor and Psychological trait together could explain human behavior more than fewer types of predictors. This research was determined the different prediction as 5% at least.

4.1.1 Conclusion and Discussion According to Hypothesis 1

Hypothesis 1 proposed that the Third group of predictors was the combination between the First group, Psychological trait, included Misconception of social responsibility, Core self-evaluation, Materialism, and the Second group, Situational factor, included Perceived organizational support, Perceived supervisory social support, and Social Norm, that totally consisted of 6 variables. The Third group of predictors could predict Attitude towards social responsible behavior, Attitude towards social responsibility project, and Attitudinal gratefulness more than alone the First predictor group or the Second predictor group 5% at least.

The analysis results found in this part distinctly supported this hypothesis above with 1 dependent variable which was Attitude towards social responsible behavior (Figure 4.1, and Table 3.3 in Chapter 3). Besides, it was found the results supported in Subgroup with 2 dependent variables which were Attitude towards social responsibility project (Figure 4.2, and Table 3.5 in Chapter 3), and Attitudinal gratefulness (Figure 4.3, and Table 3.7 in Chapter 3).

For Attitude towards social responsible behavior, the analysis results supported hypothesis 1 in total group only which was Total group (Table 3.3). By the First group of predictors, it was found that Misconception of social responsibility, Core self-evaluation, and Materialism as the respectively important predictors could predict Attitude towards social responsible behavior as 11.20%. By the Second group of predictors, it was found that in Total group Social Norm and Perceived supervisory social support as the respectively important predictors could predict Attitude towards social responsible behavior as 11.10%. While the Third group of predictors included Psychological trait and Situational factor, it was found that Misconception of social responsibility, Social Norm, Core self-evaluation, and Perceived supervisory social support as the respectively important predictors could predict Attitude towards social responsible behavior as 16.80%. It could be said that the Third group of predictors could predict more than alone the First predictor group or the Second predictor group as 5.6% (Figure 4.1).

```
┌─────────────────────────┐
│   Psychological Trait   │
│                         │
│ 1. Misconception of social│
│ responsibility          │
│ 2. Core self-evaluation │
│ 3. Materialism          │
└─────────────────────────┘

          Total Group 11.20%

┌─────────────────────────┐
│    Situation Factor     │
│                         │
│ 1. Social Norm          │
│ 2. Perceived supervisory│
│ social support          │
└─────────────────────────┘

          Total Group 11.20%

           Attitude towards
           Social Responsible
              Behavior

┌─────────────────────────┐
│  Psychological State    │
│                         │
│ 1. Misconception of social│
│ responsibility          │
│ 2. Social Norm          │
│ 3. Core self-evaluation │
│ 4. Perceived supervisory│
│ social support          │
└─────────────────────────┘

          Total Group 16.80%
```

Figure 4.1 The Predicted Result of Attitude Towards Social Responsible Behavior
by Psychological Trait and Situational Factor as the Predictors in Total
Group

To predict Attitude towards social responsible project, the analysis results supported hypothesis 1 in some subgroups which was Junior ground staffs (Table 3.5). By the First group of predictors, Psychological trait, it was found that among Junior ground staffs Misconception of social responsibility and Materialism as the respectively important predictors could predict Attitude towards social responsible project as 12.10% (Figure 4.2). By the Second group of predictors, it was found that in Junior ground staff group Perceived supervisory social support as the important predictor could predict Attitude towards social responsible project as 12.10%. While the Third

group of predictors, Psychological trait and Situational factor, it was found that Perceived supervisory social support and Misconception of social responsibility as the respectively important predictors could predict Attitude towards social responsible project as 19.80%. It could be said that the Third group of predictors could predict more than alone the First predictor group or the Second predictor group as 7.7% (Figure 4.2).
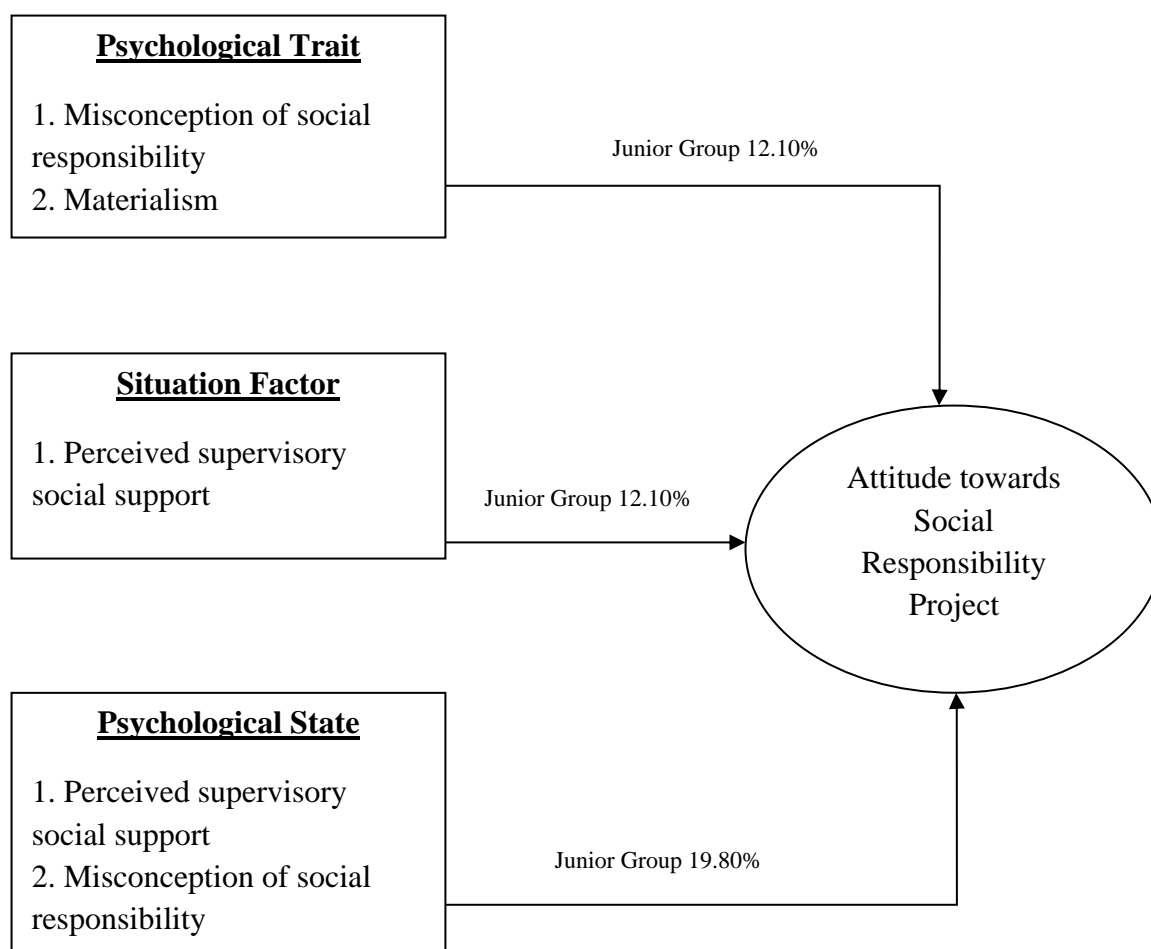
Figure 4.2 The Predicted Result of Attitude Towards Social Responsible Project by Psychological Trait and Situational Factor as the Predictors in Junior Ground Staff Group

For Attitudinal gratefulness, the analysis results supported hypothesis 1 in some subgroups which was Male ground staff group (Table 3.7). By the First group of predictors, Psychological trait, it was found that among Male ground staffs Core self-

evaluation, Materialism, and Misconception of social responsibility as the respectively important predictors could predict Attitudinal gratefulness as 19.40% (Figure 4.3). By the Second group of predictors, Situational factor, it was found that in Male ground staff group Perceived organizational support and Perceived supervisory social support as the respectively important predictors could predict Attitudinal gratefulness as 12.40%. While the Third group of predictors included Psychological trait and Situational factor, it was found that Materialism, Perceived organizational support, Core self-evaluation, and Misconception of social responsibility as the respectively important predictors could predict Attitudinal gratefulness as 30.60%. It could be said that the Third group of predictors could predict more than alone the First predictor group or the Second predictor group as 11.20% (Figure 4.3).

This part of research result obviously showed that Misconception of social responsibility was the important predictor of 3 dependent variables namely; Attitude towards social responsible behavior, Attitude towards social responsibility project, and Attitudinal gratefulness. As well, in the past research result of Duchduen Bhanthumnavin (2017) which studied 551 graduate and doctoral students showed that students who had less misconception of research doing would have much positive attitude towards research. Furthermore, there were correspondent results found in Foreign studies, for instance, the research of Siegel, Lazarus, Krasnorsly, Dorbin, & Chesney (1991) which studied the knowledge and Attitude towards AIDS among high school students, also found that students who had less misconception would be positive attitude towards AIDS Prevention.

4.1.2 Conclusion and Discussion According to Hypothesis 2

The analysis results found in this part distinctly supported this hypothesis 2 with 1 dependent variable which was Direct social responsible behavior (Figure 4.4, and Table 3.9 in Chapter 3). Besides, it was found the results supported in Subgroup with 2 dependent variables which were Attitude towards social responsibility project (Figure 4.5, and Table 3.11 in Chapter 3)

```
┌─────────────────────────────┐
│   Psychological Trait       │
│                             │
│  1. Core self-evaluation    │
│  2. Materialism             │
│  3. Misconception of social │
│  responsibility             │
└─────────────────────────────┘
                                    Male Staff Group 19.40%

┌─────────────────────────────┐
│   Situation Factor          │
│                             │
│  1. Perceived organizational│                          ╭──────────────╮
│  support                    │   Male Staff Group 12.40% │  Attitudinal │
│  2. Perceived supervisory   │                          │ Gratefulness │
└─────────────────────────────┘                           ╰──────────────╯

┌─────────────────────────────┐
│   Psychological State       │
│                             │
│  1. Materialism             │
│  2. Perceived organizational│
│  support                    │   Male Staff Group 30.60%
│  3. Core self-evaluation    │
│  4. Misconception of social │
│  responsibility             │
└─────────────────────────────┘
```

Figure 4.3 The Predicted Result of Attitudinal Gratefulness by Psychological Trait
and Situational Factor as the Predictors in Male Ground Staff Group

For Direct social responsible behavior, the analysis results supported hypothesis 2 in total group only which was Total group (Table 3.9). By the Third group of predictors, Psychological trait and Situational factor, it was found that Perceived supervisory social support, Materialism, Misconception of social responsibility, and Core self-evaluation as the respectively important predictors could predict Direct social responsible behavior as 17.70%. By the Forth group of predictors, Psychological state, it was found that in Total group Attitude towards social responsible behavior, Attitude towards social responsibility project, and Attitudinal gratefulness as the respectively important predictors could predict Direct social responsible behavior as 21.70%. While

the Fifth group of predictors included Psychological trait, Situational factor, and Psychological state, it was found that Attitude towards social responsible behavior, Perceived supervisory social support, Attitude towards social responsibility project, Materialism , and Core self-evaluation as the respectively important predictors could predict Direct social responsible behavior as 28.20%. It could be said that the Fifth group of predictors could predict more than alone the Third predictor group or the Forth predictor group as 6.5% (Figure 4.4).
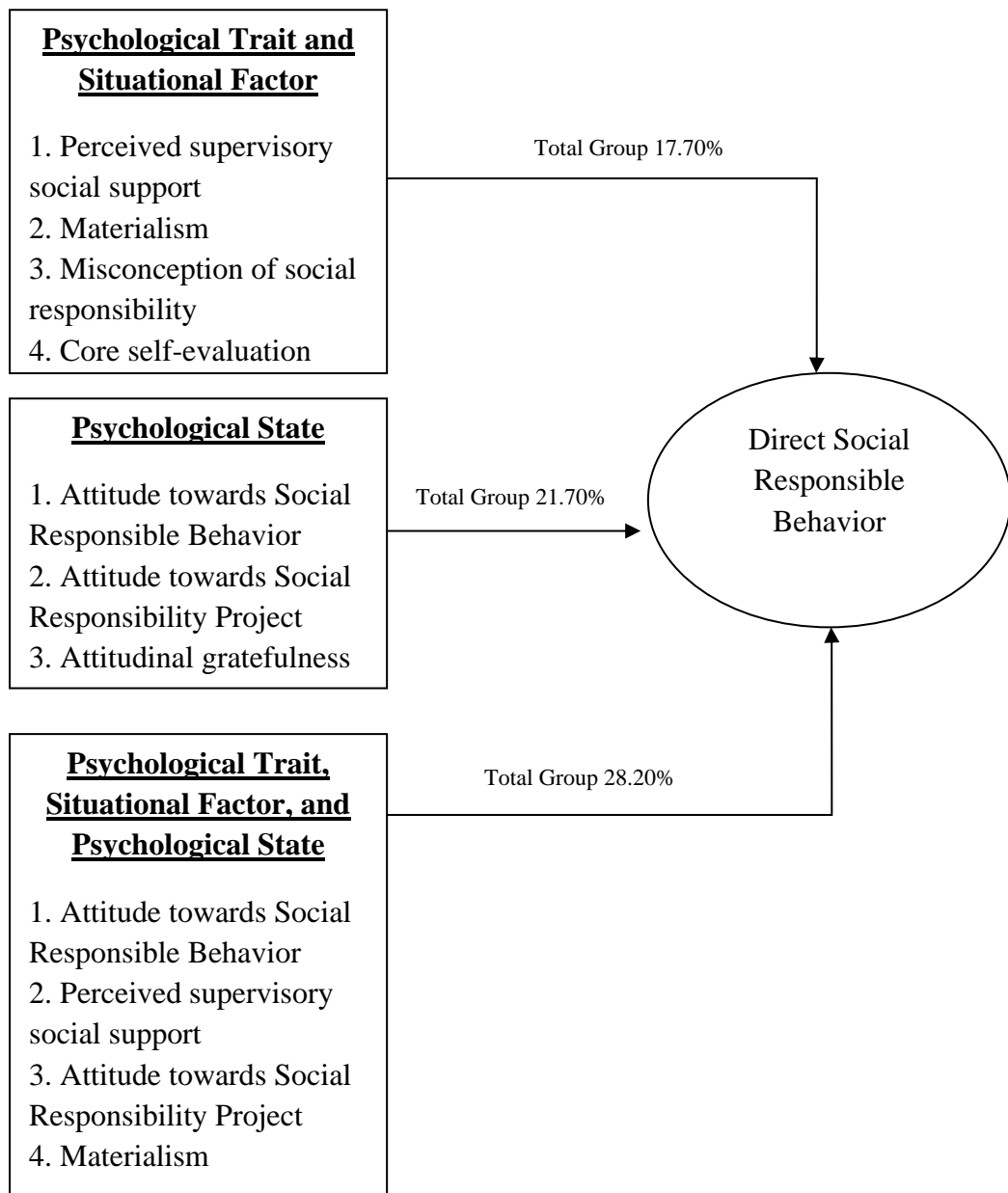
Figure 4.4 The Predicted result of Direct Social Responsible Behavior by Psychological Trait, Situational Factor, and Psychological State as the Predictors in Total Group

For Indirect social responsible behavior, the analysis results supported hypothesis 2 in total group only which was Total group (Table 3.11). By the Third group of predictors, Psychological trait and Situational factor, it was found that Perceived supervisory social support and Social norm as the respectively important predictors could predict Indirect social responsible behavior as 24.40%. By the Forth group of predictors, Psychological state, it was found that in Total group Attitude towards social responsibility project as the important predictor could predict Indirect social responsible behavior as 20.10%. While the Fifth group of predictors included Psychological trait, Situational factor, and Psychological state, it was found that Perceived supervisory social support, Attitude towards social responsibility project, and Misconception of social responsibility as the respectively important predictors could predict Indirect social responsible behavior as 35.00%. It could be said that the Fifth group of predictors could predict more than alone the Third predictor group or the Forth predictor group as 10.8% (Figure 4.5).
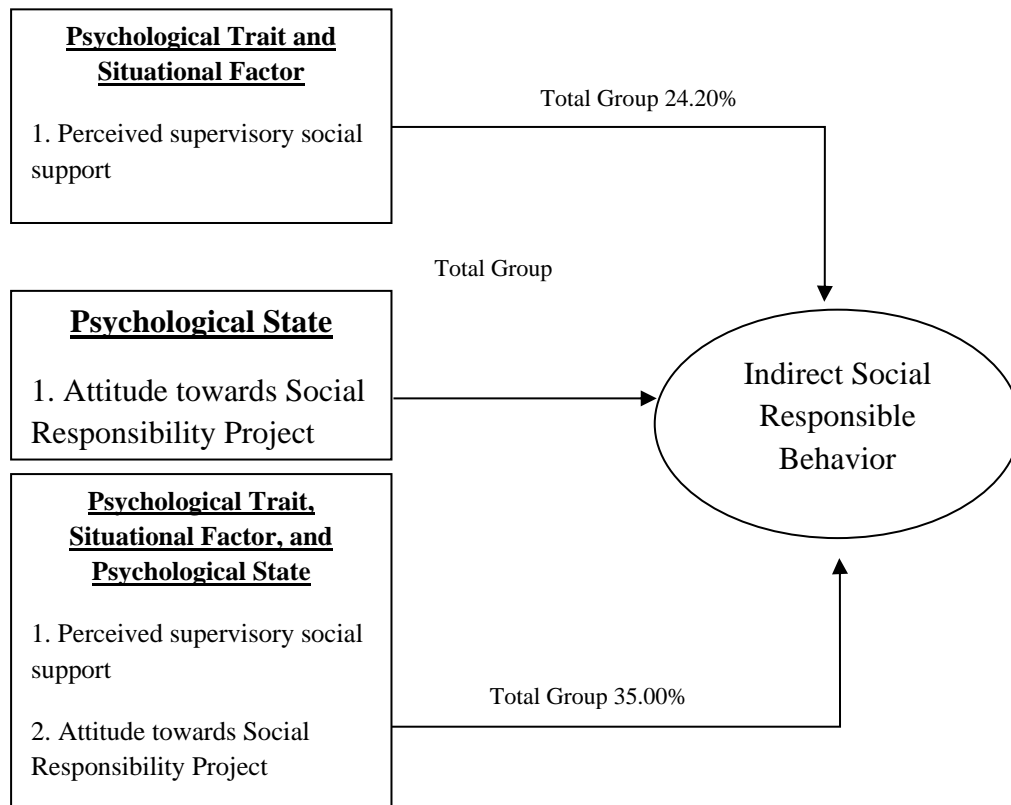
Figure 4.5 The Predicted Result of Inirect Social Responsible Behavior by Psychological Trait, Situational Factor, and Psychological State as the Predictors in Total Group

4.1.3 Conclusion and Discussion According to Hypothesis 3

The analysis results found in this part distinctly supported this hypothesis 3 with 1 dependent variable which was Attitude towards social responsible behavior (Figure 4.6, and Table 3.9 in Chapter 3). Besides, it was found the results supported in Subgroup with 2 dependent variables which were Attitude towards social responsibility project (Figure 4.7, and Table 3.11 in Chapter 3), and Organizational image (Figure 4.8, and Table 3.15 in Chapter 3).

For Organizational pride, the analysis results supported hypothesis 3 in some Subgroup which was Male ground staff group (Table 3.13). By the Fifth group of predictors, Psychological trait, Situational factor, and Psychological state, it was found that among Male ground staffs Attitudinal gratefulness as the important predictor could predict Organizational pride as 37.80% (Figure 4.6). By the Sixth group of predictors, Social responsible behavior, it was found that among Male ground staffs there was no important predictor could predict Organizational pride as 4.40%. While the Seventh group of predictors included Misconception of social responsibility, Core self-evaluation, Materialism, Perceived organizational support, Perceived supervisory social support, Social Norm, Attitude towards social responsible behavior, Attitude towards social responsibility project, Attitudinal gratefulness, Direct social responsible behavior, and Indirect social responsible behavior, it was found that Attitudinal gratefulness as the important predictor could predict Organizational pride as 31.90%. It could be said that the Fifth group of predictors could predict more than alone the Sixth predictor group or the Seventh predictor group as 5.9% (Figure 4.6).

For Job satisfaction, the analysis results supported hypothesis 3 in some Subgroup which was Male ground staff group (Table 3.17). By the Fifth group of predictors, Psychological trait, Situational factor, and Psychological state, it was found that among Male ground staffs Materialism, Attitudinal gratefulness, Social Norm, and Attitude towards social responsibility project as the respectively important predictors could predict Job satisfaction as 43.70% (Figure 4.7).
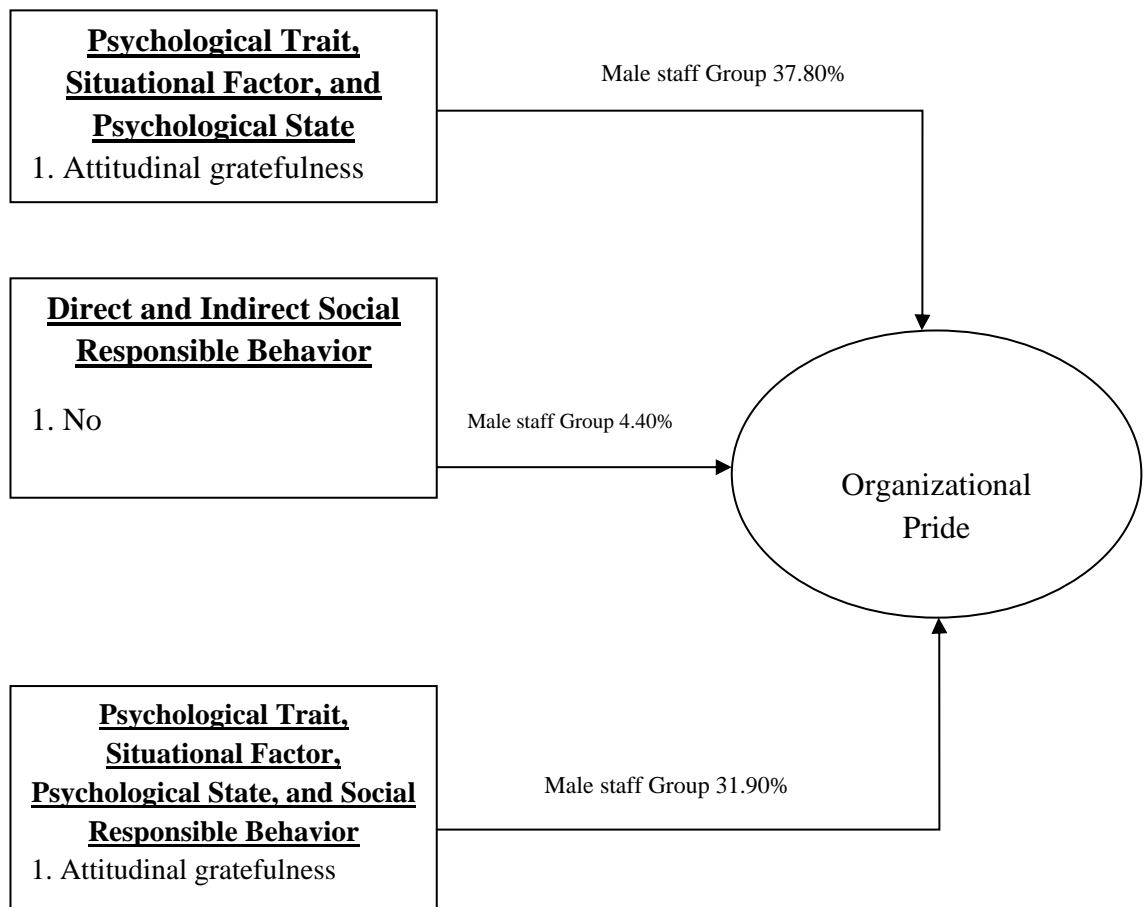
Figure 4.6 The Predicted Result of Organizational Pride by Psychological Trait,
Situational Factor, Psychological State, and Social Responsible Behavior
as the Predictors in Male staff Group

By the Sixth group of predictors, Social responsible behavior, it was found that among Male ground staffs Indirect social responsible behavior as the important predictor could predict Job satisfaction as 10.30%. While the Seventh group of predictors included Misconception of social responsibility, Core self-evaluation, Materialism, Perceived organizational support, Perceived supervisory social support, Social Norm, Attitude towards social responsible behavior, Attitude towards social responsibility project, Attitudinal gratefulness, Direct social responsible behavior, and Indirect social responsible behavior, it was found that Materialism, Attitudinal gratefulness, Social Norm, and Attitude towards social responsibility behavior as the respectively important predictors could predict Job satisfaction as 37.20%. It could be

said that the Fifth group of predictors could predict more than alone the Sixth predictor group or the Seventh predictor group as 6.5% (Figure 4.7).
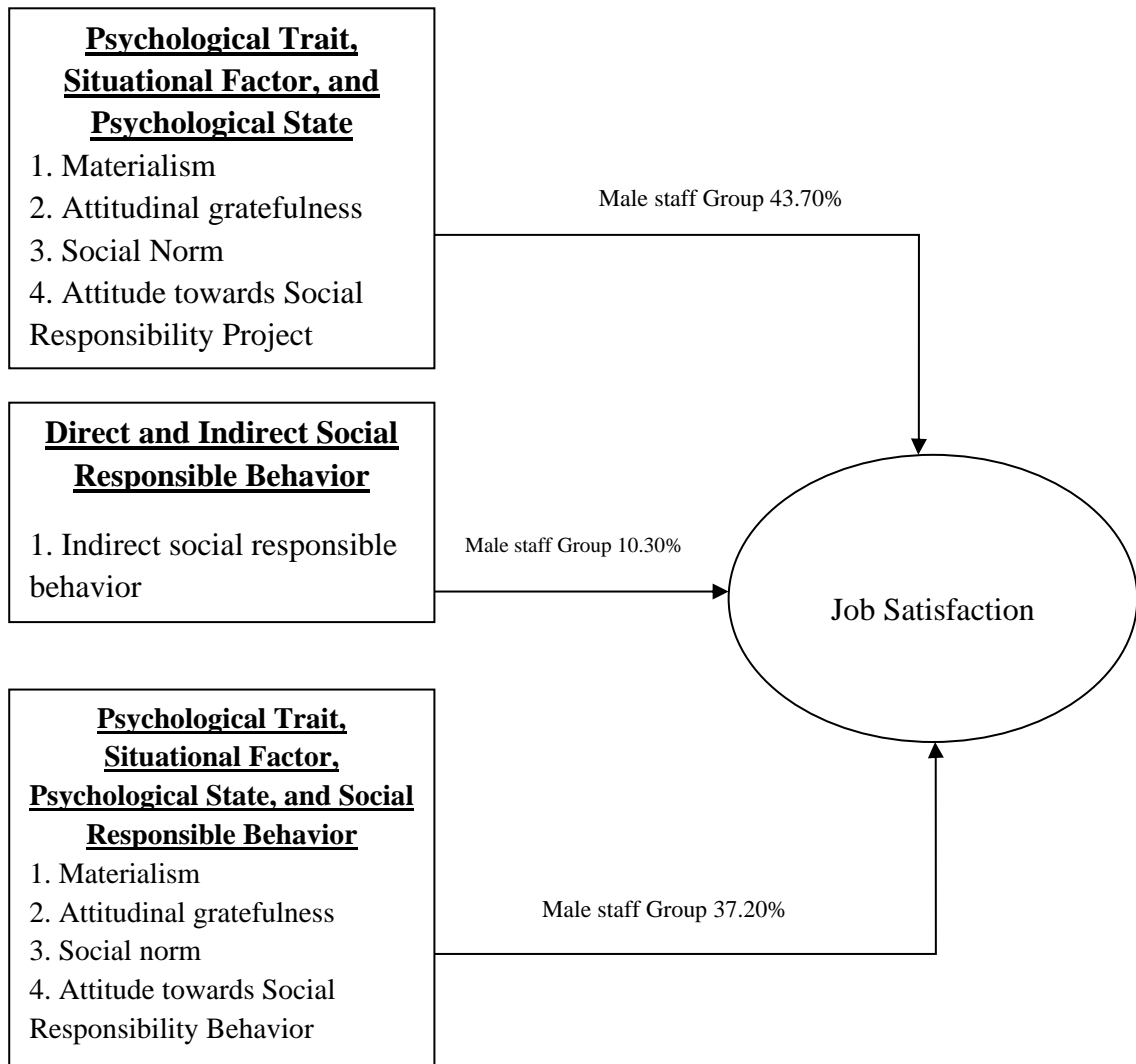
Figure 4.7 The Predicted Result of Job Satisfaction by Psychological Trait, Situational Factor, Psychological State, and Social Responsible Behavior as the Predictors in Subgroup Male staff Group

For Thai Airways image, the analysis results supported hypothesis 3 in some Subgroup which was Male ground staff group (Table 3.15). By the Fifth group of predictors, Psychological trait, Situational factor, and Psychological state, it was found that Perceived organizational support and Attitudinal gratefulness as the respectively important predictors could predict Thai Airways image as 30.50% (Figure 4.8). By the

Sixth group of predictors, Social responsible behavior, it was found that among Male ground staffs Perceived organizational support and Direct social responsible behavior as the respectively important predictors could predict Thai Airways image as 4.10%. While the Seventh group of predictors included Misconception of social responsibility, Core self-evaluation, Materialism, Perceived organizational support, Perceived supervisory social support, Social Norm, Attitude towards social responsible behavior, Attitude towards social responsibility project, Attitudinal gratefulness, Direct social responsible behavior, and Indirect social responsible behavior, it was found that Perceived organizational support and Attitudinal gratefulness as the respectively important predictors could predict Organizational image as 39.10%. It could be said that the Seventh group of predictors could predict more than alone the Fifth predictor group or the Sixth predictor group as 8.6% (Figure 4.8).
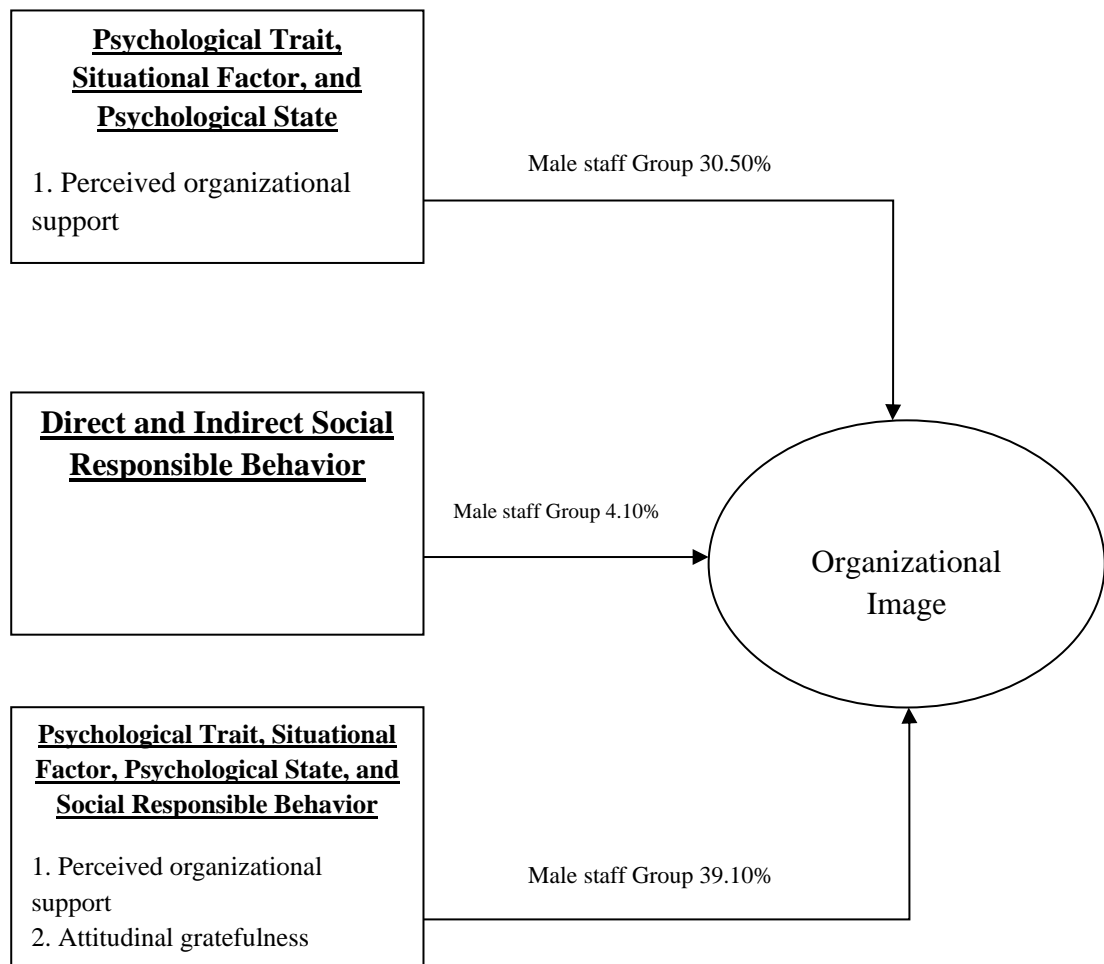
Figure 4.8 The Predicted result of Organizational Image by Psychological Trait, Situational Factor, Psychological State, and Social Responsible Behavior as the Predictors in Subgroup

4.2 Risk Group and Protective Factor

This part presented the analysis conclusions of Three Way Analysis of Variance with the values of variable groups, namely; Psychological trait, Situational factor, Psychological state, Social responsible behavior, and Outcome. Based on the important biographic history, ground staffs who had less social responsible behavior was called the Risk group which needed to be urgently developed. Moreover, Protective factors were advised from the Regression Analysis as follows;

First, Ground staffs who got less points of Attitude towards social responsible behavior were Senior ground staffs and Long working experience period staffs (Table 3.22). It was found that the important Protective factors of these two groups were arranging importance in descending order as Social Norm, Misconception of social responsibility, and Perceived supervisory social support (Table 3.3).

Second, Ground staffs who got less points of Attitudinal gratefulness were Junior ground staffs and Male ground staffs (Table 3.22). It was found that the important Protective factors of Junior ground staff group were arranging importance in descending order as Misconception of social responsibility, Materialism, Perceived organizational support, and Core self-evaluation. And, the important Protective factors of Male ground staff group were arranging importance in descending order as Materialism, Perceived organizational support, Core self-evaluation, and Misconception of social responsibility (Table 3.7).

Third, Ground staffs who got less points of Direct social responsible behavior were Senior ground staffs and Long working experience period staffs (Table 3.22). It was found that the important Protective factors of these two groups were arranging importance in descending order as Attitude towards social responsible behavior, Perceived supervisory social support, Attitude towards social responsibility project, Misconception of social responsibility, and Core self-evaluation (Table 3.9).

Forth, Ground staffs who got less points of Indirect social responsible behavior were Other-status ground staffs, Single female ground staffs, Other-status male ground staffs, Senior single ground staffs, Junior other-status ground staffs, and Senior other-status ground staffs (Table 3.22). It was found that the important Protective factors of

these groups were arranging importance in descending order as Perceived supervisory social support, and Attitude towards social responsibility project (Table 3.11).

Ground staffs who got the most points of Indirect social responsible behavior were Single male ground staffs, and Single junior male ground staffs which would most cooperate. In the other hand, Ground staffs who got the least points of Indirect social responsible behavior were Other-status male ground staffs, and Other-status junior ground staffs which would less cooperate. It was found that the important Protective factors of these two groups were arranging importance in descending order as Perceived supervisory social support, and Attitude towards social responsibility project (Table 3.11).

Fifth, Ground staffs who got less points of Organizational pride were Junior ground staffs and Short working experience period staffs (Table 3.22). It was found that the important Protective factors of these two groups were arranging importance in descending order as Attitudinal gratefulness, and Social Norm (Table 3.13).

Sixth, Ground staffs who got less points of Thai Airways image were Short working experience period staffs (Table 3.22). It was found that the important Protective factors of this group were arranging importance in descending order as Attitudinal gratefulness, Materialism, Attitude towards social responsible behavior, Misconception of social responsibility, and Perceived supervisory social support (Table 3.15).

4.3 Benefits and Limitations of the Research

For this part, benefits and limitation of this study were presented as following;

4.3.1 Benefits of the Research

First, this research was the experimental research which could prove the causes and effects of operating management in 2 types such as perceived supervisory social support, and information throughout ground staffs, including Misconception of social responsibility.

Second, this research was interaction study which related to interaction theory in terms of behaviors such as Psychological trait, Situational factor, Psychological state,

etc. But, the research of cooperate social responsible behavior was integrated with Behavioral Psychology to prove effectiveness of persuasion.

Third, this experimental research applied sample group as ground staffs based on both Bangkok terminal (Suvarnabhumi Airport) and Phuket terminal (Phuket International Airport) in which there were the big group of staffs. So, it was appropriated to collect qualitative data for these staffs because every staffs worked shifts within 24 hours. That would be showed that how much the ground staffs could perceive information of cooperate social responsible behavior.

4.3.2 Limitations of the Research

Research results should be compared in the long run for comprehension of cooperate social responsible behavior among ground staffs in the organization in order to update information and understand cooperate social responsibility. And, most of ground staffs did not work in office hour. They worked shifts both regular day shift and night shift affecting partially and uncomfortably data collecting.

4.4 Practice Suggestions

To suggest for the future development, it showed that persuasive message in this study was effective to change attitude and readiness of cooperate social responsible behavior among ground staffs.

Also, there was a notice that the influence of information exposure regarding social responsibility was to read persuasive messages of social responsible participation. So, entire Government, Organization, and Supervisor should support population to reinforce knowledge and understand in order to comprehend cooperate social responsibility clearly.

Nevertheless, organizational support of Thai Airways was the important variable in change and readiness for cooperate social responsible behavior among ground staffs. Thus, both government sector and private sector together should reinforce positive attitude of organizational staffs to have positive conscience toward participation in CSR projects.

4.5 Research Suggestions

However, the research results on this Cooperate Social Responsibility (CSR) topic as well as in the past obviously showed that every For-profit organizations and listed-organizations in Stock Exchange of Thailand, both government sector and private sector need to arrange CSR projects. Thus, such information of cooperate social responsible projects should be promoted to construct more effective persuasive messages. As well fresh persuasion techniques should be established for example, arranging projects in order to persuade organizational staffs to spend their time on CSR participation.

From the similar results of this study and the past studies found, staffs in this organization and others comprehended cooperate social responsibility especially in the issue of attitude change and readiness regarding CSR projects including organizational support for staff participation. In case of CSR knowledge reinforcement for whole staffs in the organization, it would make this CSR study be achievable and make society be sustainably pleasant more.

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APPENDICES

APPENDIX A

SURVEY QUESTIONNAIRE (IN THAI)

ชื่อแบบวัดและชื่อตัวแปร

ชุด	ตัวแปร	ชื่อเล่นของตัวแปร
1	Direct CSR behavior	สิ่งที่ฉันมักชอบทำ (1)
2	Indirect CSR behavior	สิ่งที่ฉันชอบทำ (2)
3	Attitude towards CSR behavior	ความคิดเห็นของฉัน
4	Attitude towards CSR project	ความคิดเห็นต่อโครงการ
5	Attitudinal gratefulness	สิ่งที่ฉันเชื่อ
6	Organizational pride	สิ่งที่ฉันคิดเกี่ยวกับบริษัท
7	Organizational image	บริษัทของฉัน
8	Job satisfaction	งานของฉัน
9	Misconception of CSR	สิ่งที่ฉันเชื่อ
10	Core self-evaluation	ตัวตนของฉัน
11	Materialism	ความเป็นฉัน
12	Perceived organizational supt	องค์การของฉัน
13	Perceived supervisory social supt	บรรยากาศในงาน
14	Social Norm	บุคลากรรอบข้าง

ความคิดเห็นของข้าพเจ้า

(V1)

คณะพัฒนาสังคมและสิ่งแวดล้อม
สถาบันบัณฑิตพัฒนบริหารศาสตร์
2559

คำชี้แจง

เรียน พนักงานการบินไทยผู้ตอบแบบสอบถาม

      ท่านได้รับเกียรติให้เป็นตัวแทนของพนักงานการบินไทยเพื่อการตอบแบบสอบถาม
ในงานวิจัยนี้ ขอความกรุณาพนักงานทุกท่านตอบแบบสอบถาม **ด้วยความจริงใจ และ
ครบทุกข้อ ข้อมูลของท่านจะไม่มีการเปิดเผย** การวิเคราะห์ข้อมูลจะทำในรูปแบบของ
กลุ่มผู้ตอบรวมกันเท่านั้น **ก่อนลงมือตอบ โปรดอ่านวิธีการตอบที่แนะนำไว้ข้างล่างนี้**
และขอขอบคุณที่ท่านได้สละเวลาอันมีค่าแก่การวิจัยนี้ เพื่อประโยชน์ของส่วนรวม

<div align="right">

นายสรณัฐ เมืองโคตร

นักศึกษาปริญญาเอก

คณะพัฒนาสังคมและสิ่งแวดล้อม

สถาบันบัณฑิตพัฒนบริหารศาสตร์

</div>

คำแนะนำวิธีตอบ

ขั้นที่ 1 อ่านข้อความแต่ละประโยคให้เข้าใจ

ขั้นที่ 2 ขอให้ท่านคิดว่า ข้อความนี้เป็น "จริง" หรือ "ไม่จริง" สำหรับท่าน

ขั้นที่ 3 **ถ้า "จริง" ขอให้คิดว่าเป็นจริงมากน้อยเพียงใดมี 3 ระดับ** คือ

    1) จริงเล็กน้อย   ขีด ✔ ที่ "ค่อนข้างจริง"

    2) จริงปานกลาง ขีด ✔ ที่ "จริง"

    3) จริงมาก   ขีด ✔ ที่ "จริงที่สุด"

ถ้า "ไม่จริง" ขอให้คิดว่า ไม่จริงมากน้อยเพียงใดมี 3 ระดับ คือ

1) ไม่จริงเล็กน้อย ขีด ✔ ที่ "ค่อนข้างไม่จริง"

2) ไม่จริงปานกลาง ขีด ✔ ที่ "ไม่จริง"

3) ไม่จริงมาก   ขีด ✔ ที่ "ไม่จริงเลย"

ตัวอย่างเช่น

1. ข้าพเจ้าชอบทานก๋วยเตี๋ยวมากกว่าข้าว

....　..........................　..............✓..............　..........................　..........................　..........................

จริงที่สุด　　　จริง　　　ค่อนข้างจริง　　　ค่อนข้างไม่จริง　　　ไม่จริง　　　ไม่จริงเลย

ชุดที่ 1　สิ่งที่ฉันมักชอบทำ (1)

1. ฉันมักทุ่มเทให้กับการทำ CSR ของบริษัท

....	....	....	....	....	....
จริงที่สุด	จริง	ค่อนข้างจริง	ค่อนข้างไม่จริง	ไม่จริง	ไม่จริงเลย

2. ทันทีที่รับทราบนโยบายการทำ CSR ฉันมักลงพื้นที่เพื่อทำ CSR แม้ว่าช่วงเวลาดังกล่าวจะอยู่นอกเวลาทำงานของฉัน

....	....	....	....	....	....
จริงที่สุด	จริง	ค่อนข้างจริง	ค่อนข้างไม่จริง	ไม่จริง	ไม่จริงเลย

3. เมื่อฉันพบปัญหาในการทำ CSR ฉันมักหาโอกาสหลบเลี่ยงและไม่ทำ CSR โครงการนั้นๆ อีก

....	....	....	....	....	....
จริงที่สุด	จริง	ค่อนข้างจริง	ค่อนข้างไม่จริง	ไม่จริง	ไม่จริงเลย

4. ถึงแม้ว่าจะมีการรณรงค์ขอรับบริจาคโครงการ CSR ของบริษัท ฉันก็ทำเป็นไม่รู้ไม่ชี้

....	....	....	....	....	....
จริงที่สุด	จริง	ค่อนข้างจริง	ค่อนข้างไม่จริง	ไม่จริง	ไม่จริงเลย

5. ฉันทุ่มเทเงินเพื่อการทำโครงการ CSR

....	....	....	....	....	....
จริงที่สุด	จริง	ค่อนข้างจริง	ค่อนข้างไม่จริง	ไม่จริง	ไม่จริงเลย

6. เมื่อมีเพื่อนร่วมงานสนใจทำ CSR ฉันมักจะละเลยการทำ CSR เพราะคิดว่ามีเพื่อนร่วมงานทำแล้ว

....	....	....	....	....	....
จริงที่สุด	จริง	ค่อนข้างจริง	ค่อนข้างไม่จริง	ไม่จริง	ไม่จริงเลย

7. ฉันมักใช้เวลาว่างจากการทำงานในการทำ CSR ของบริษัท

....	....	....	....	....	....
จริงที่สุด	จริง	ค่อนข้างจริง	ค่อนข้างไม่จริง	ไม่จริง	ไม่จริงเลย

8. ฉันมักเข้าร่วมการทำ CSR ถึงแม้จะติดภารกิจก็

....	....	....	....	....	....
จริงที่สุด	จริง	ค่อนข้างจริง	ค่อนข้างไม่จริง	ไม่จริง	ไม่จริงเลย

9. ถึงแม้ฉันไม่ติดภารกิจใดๆ ฉันก็ไม่คิดจะเข้าร่วมทำ CSR

....	....	....	....	....	....
จริงที่สุด	จริง	ค่อนข้างจริง	ค่อนข้างไม่จริง	ไม่จริง	ไม่จริงเลย

10. ฉันซื้อสิ่งของมาบริจาคเพื่อช่วยโครงการ CSR ของบริษัท ถึงแม้ไปไม่ได้

....	....	....	....	....	....
จริงที่สุด	จริง	ค่อนข้างจริง	ค่อนข้างไม่จริง	ไม่จริง	ไม่จริงเลย

11. ฉันได้ยินว่ามีการรับบริจาคสิ่งของเพื่อทำ CSR แต่ฉันก็รู้สึกเฉยๆ

....	....	....	....	....	....
จริงที่สุด	จริง	ค่อนข้างจริง	ค่อนข้างไม่จริง	ไม่จริง	ไม่จริงเลย

12. เก็บเงินไว้ดีกว่าทุ่มทุนให้กับ CSR ของบริษัท

....	....	....	....	....	....
จริงที่สุด	จริง	ค่อนข้างจริง	ค่อนข้างไม่จริง	ไม่จริง	ไม่จริงเลย

13. ฉันไปช่วยรณรงค์ในการขอรับบริจาคเงินเพื่อทำ CSR

....	....	....	....	....	....
จริงที่สุด	จริง	ค่อนข้างจริง	ค่อนข้างไม่จริง	ไม่จริง	ไม่จริงเลย

14. ถึงแม้ฉันไม่มีโอกาสไปช่วย ฉันซื้อของไปสนับสนุน CSR ของบริษัท

....	....	....	....	....	....
จริงที่สุด	จริง	ค่อนข้างจริง	ค่อนข้างไม่จริง	ไม่จริง	ไม่จริงเลย

15. เมื่อฉันพบว่าการทำ CSR อยู่นั้น ประสบปัญหากับความยุ่งยาก ฉันจะยกเลิกการทำ CSR ดังกล่าวทันที

....	....	....	....	....	....
จริงที่สุด	จริง	ค่อนข้างจริง	ค่อนข้างไม่จริง	ไม่จริง	ไม่จริงเลย

16. ฉันมักเลือกบริจาคเงินช่วยเหลือโครงการ CSR มากกว่าลงแรงเข้าไปร่วมโครงการ CSR

....	....	....	....	....	....
จริงที่สุด	จริง	ค่อนข้างจริง	ค่อนข้างไม่จริง	ไม่จริง	ไม่จริงเลย

17. ฉันไม่ยอมบริจาคทำ CSR และฉันก็ชวนเพื่อนไม่บริจาคด้วย

....	....	....	....	....	....
จริงที่สุด	จริง	ค่อนข้างจริง	ค่อนข้างไม่จริง	ไม่จริง	ไม่จริงเลย

ชุดที่ 2 สิ่งที่ฉันชอบทำ (2)

1. ฉันไม่ค่อยติดตามข่าวสารการทำ CSR ของบริษัท

....	....	....	....	....	....
จริงที่สุด	จริง	ค่อนข้างจริง	ค่อนข้างไม่จริง	ไม่จริง	ไม่จริงเลย

2. ฉันทุ่มเทเต็มที่ที่จะให้ความรู้ ความเข้าใจในการทำ CSR กับเพื่อนร่วมงาน

....	....	....	....	....	....
จริงที่สุด	จริง	ค่อนข้างจริง	ค่อนข้างไม่จริง	ไม่จริง	ไม่จริงเลย

3. ฉันมักให้คำปรึกษา CSR กับเพื่อนร่วมงาน

....	....	....	....	....	....
จริงที่สุด	จริง	ค่อนข้างจริง	ค่อนข้างไม่จริง	ไม่จริง	ไม่จริงเลย

4. ฉันแนะนำการทำ CSR ให้กับเพื่อนร่วมงาน เพื่อใช้เป็นแนวทางในการเข้าร่วมและปฏิบัติการ
   ทำ CSR (t=14.014, r=.735)

....	....	....	....	....	....
จริงที่สุด	จริง	ค่อนข้างจริง	ค่อนข้างไม่จริง	ไม่จริง	ไม่จริงเลย

5. ฉันพูดคุยให้กำลังใจกับเพื่อนร่วมงาน เมื่อเขารู้สึกท้อแท้ในเรื่องการทำกิจกรรม

....	....	....	....	....	....
จริงที่สุด	จริง	ค่อนข้างจริง	ค่อนข้างไม่จริง	ไม่จริง	ไม่จริงเลย

6. ฉันมักส่งเสริมให้เพื่อนร่วมงานมองถึงปัญหาอุปสรรคในการทำ CSR ว่า เป็นสิ่งท้าทายและ
   เป็นโอกาสที่ดี

....	....	....	....	....	....
จริงที่สุด	จริง	ค่อนข้างจริง	ค่อนข้างไม่จริง	ไม่จริง	ไม่จริงเลย

7. เมื่อฉันทราบข้อมูลโครงการ CSR จากหน่วยงานบังคับบัญชา ฉันเห็นว่าไม่จำเป็นต้องบอก
   เล่าให้เพื่อนฟัง (t=4.974, r=.324)

....	....	....	....	....	....
จริงที่สุด	จริง	ค่อนข้างจริง	ค่อนข้างไม่จริง	ไม่จริง	ไม่จริงเลย

8. ฉันมักไม่ใส่ใจที่จะให้เพื่อนเสนอกิจกรรมโครงการ CSR (t=7.414, r=.513)

....	....	....	....	....	....
จริงที่สุด	จริง	ค่อนข้างจริง	ค่อนข้างไม่จริง	ไม่จริง	ไม่จริงเลย

9. ฉันมักเสาะหาการร่วมกิจกรรมต่าง ๆ ของโครงการ CSR เพื่อชวนให้เพื่อนเข้าร่วม (t=7.993,

   r=.558)

....	....	....	....	....	....
จริงที่สุด	จริง	ค่อนข้างจริง	ค่อนข้างไม่จริง	ไม่จริง	ไม่จริงเลย

10. ฉันเสริมสร้างบรรยากาศที่ดีในการทำงานเพื่อการแบ่งเวลาให้กับการทำ CSR ของเพื่อน

   ร่วมงาน

....	....	....	....	....	....
จริงที่สุด	จริง	ค่อนข้างจริง	ค่อนข้างไม่จริง	ไม่จริง	ไม่จริงเลย

11. เมื่อเพื่อนต้องการเข้าร่วม CSR ฉันไม่สนคำอธิบายใดๆ เพราะเกรงว่าจะส่งผลกระทบกับการ

   ทำงาน

....	....	....	....	....	....
จริงที่สุด	จริง	ค่อนข้างจริง	ค่อนข้างไม่จริง	ไม่จริง	ไม่จริงเลย

12. ฉันระดมความคิดเห็นของลูกน้อง/เพื่อนร่วมงาน เพื่อร่วมกันเสนอโครงการ CSR ให้แก่บริษัท

....	....	....	....	....	....
จริงที่สุด	จริง	ค่อนข้างจริง	ค่อนข้างไม่จริง	ไม่จริง	ไม่จริงเลย

13. ฉันจัดสรรเวลาให้เพื่อนร่วมงานได้เข้าร่วมการทำกิจกรรม CSR และอำนวยความสะดวกใน

   การเข้าร่วมกิจกรรม

....	....	....	....	....	....
จริงที่สุด	จริง	ค่อนข้างจริง	ค่อนข้างไม่จริง	ไม่จริง	ไม่จริงเลย

14. ฉันพูดชื่นชมเพื่อนที่เข้าร่วมโครงการ CSR ของบริษัท

....	....	....	....	....	....
จริงที่สุด	จริง	ค่อนข้างจริง	ค่อนข้างไม่จริง	ไม่จริง	ไม่จริงเลย

15. ฉันมักพูดจาหยอกล้อ เพื่อนที่เข้าร่วมทำ CSR ของบริษัท เช่น เธอเป็นแม่พระ จะไปเจอ

   เจ้านายเหรอ

....	....	....	....	....	....
จริงที่สุด	จริง	ค่อนข้างจริง	ค่อนข้างไม่จริง	ไม่จริง	ไม่จริงเลย

16. เมื่อฉันมักคัดค้านเมื่อเพื่อนชวนไปทำ CSR ของบริษัท

....	....	....	....	....	....
จริงที่สุด	จริง	ค่อนข้างจริง	ค่อนข้างไม่จริง	ไม่จริง	ไม่จริงเลย

17. ฉันมักไม่พอใจและต่อว่าเพื่อนที่ลาหยุดเพื่อไปทำ CSR ของบริษัท

....	....	....	....	....	....
จริงที่สุด	จริง	ค่อนข้างจริง	ค่อนข้างไม่จริง	ไม่จริง	ไม่จริงเลย

ชุดที่ 3 ความคิดเห็นของฉัน

1. ฉันพร้อมที่จะออกไปสู่โลกภายนอก เพื่อเรียนรู้การทำ CSR ต่าง ๆ ของบริษัท

....	....	....	....	....	....
จริงที่สุด	จริง	ค่อนข้างจริง	ค่อนข้างไม่จริง	ไม่จริง	ไม่จริงเลย

2. หากมีโอกาสเลือกได้ ฉันจะเลือกไม่ทำ CSR เลย

....	....	....	....	....	....
จริงที่สุด	จริง	ค่อนข้างจริง	ค่อนข้างไม่จริง	ไม่จริง	ไม่จริงเลย

3. ฉันรู้สึกเบื่อหน่ายที่จะต้องชักจูงเพื่อนร่วมงานทำโครงการ CSR

....	....	....	....	....	....
จริงที่สุด	จริง	ค่อนข้างจริง	ค่อนข้างไม่จริง	ไม่จริง	ไม่จริงเลย

4. ฉันรู้สึกชอบที่จะอธิบายโครงการ CSR ต่างๆของบริษัทให้เพื่อนพนักงานฟัง

....	....	....	....	....	....
จริงที่สุด	จริง	ค่อนข้างจริง	ค่อนข้างไม่จริง	ไม่จริง	ไม่จริงเลย

5. ฉันยินดีที่จะร่วมลงกำลังทรัพย์เพื่อส่งเสริมโครงการ CSR

....	....	....	....	....	....
จริงที่สุด	จริง	ค่อนข้างจริง	ค่อนข้างไม่จริง	ไม่จริง	ไม่จริงเลย

6. ฉันพร้อมที่จะลงแรงเข้าร่วมโครงการ CSR ของบริษัทฯ

....	....	....	....	....	....
จริงที่สุด	จริง	ค่อนข้างจริง	ค่อนข้างไม่จริง	ไม่จริง	ไม่จริงเลย

7. ฉันรู้สึกว่าไม่มีใครทำ CSR ไปพร้อมกันกับการทำงานได้

....	....	....	....	....	....
จริงที่สุด	จริง	ค่อนข้างจริง	ค่อนข้างไม่จริง	ไม่จริง	ไม่จริงเลย

8. ฉันรู้สึกท้อแท้กับการจัดสรรเวลาทั้งการทำงานและการทำ CSR

....	....	....	....	....	....
จริงที่สุด	จริง	ค่อนข้างจริง	ค่อนข้างไม่จริง	ไม่จริง	ไม่จริงเลย

9. ฉันคิดว่าการทำ CSR เป็นพฤติกรรมและตัวอย่างที่ดี

....	....	....	....	....	....
จริงที่สุด	จริง	ค่อนข้างจริง	ค่อนข้างไม่จริง	ไม่จริง	ไม่จริงเลย

10. ฉันรู้สึกตื่นเต้นเมื่อได้ไปเข้าร่วม CSR ของบริษัท

....	....	....	....	....	....
จริงที่สุด	จริง	ค่อนข้างจริง	ค่อนข้างไม่จริง	ไม่จริง	ไม่จริงเลย

11. ฉันรู้มักสึกเหนื่อยล้า เมื่อจะต้องทำ CSR

....	....	....	....	....	....
จริงที่สุด	จริง	ค่อนข้างจริง	ค่อนข้างไม่จริง	ไม่จริง	ไม่จริงเลย

12. ฉันรู้สึกเสียใจ ที่ต้องเอาเวลาของครอบครัวมาทำ CSR

....	....	....	....	....	....
จริงที่สุด	จริง	ค่อนข้างจริง	ค่อนข้างไม่จริง	ไม่จริง	ไม่จริงเลย

13. ฉันมองว่าการทำ CSR ทำให้เรามีกำลังใจในการดำเนินชีวิต

....	....	....	....	....	....
จริงที่สุด	จริง	ค่อนข้างจริง	ค่อนข้างไม่จริง	ไม่จริง	ไม่จริงเลย

14. ฉันคิดว่าการใช้เวลาว่างในการทำ CSR ทำให้เกิดประโยชน์

....	....	....	....	....	....
จริงที่สุด	จริง	ค่อนข้างจริง	ค่อนข้างไม่จริง	ไม่จริง	ไม่จริงเลย

15. ฉันรู้สึกชื่นชม เมื่อเห็นเพื่อนๆ ใช้เวลาไปทำ CSR (t=7.995, r=.583)

....	....	....	....	....	....
จริงที่สุด	จริง	ค่อนข้างจริง	ค่อนข้างไม่จริง	ไม่จริง	ไม่จริงเลย

16. ฉันไม่เห็นความจำเป็นที่จะต้องร่วมบริจาคเมื่อบริษัทมีโครงการทำ CSR

....	....	....	....	....	....
จริงที่สุด	จริง	ค่อนข้างจริง	ค่อนข้างไม่จริง	ไม่จริง	ไม่จริงเลย

17. ฉันคิดว่าการเข้าร่วม CSR เป็นการสร้างมิตรภาพใหม่ๆ

....	....	....	....	....	....
จริงที่สุด	จริง	ค่อนข้างจริง	ค่อนข้างไม่จริง	ไม่จริง	ไม่จริงเลย

18. ฉันไม่เห็นด้วยกับการที่จะต้องให้พนักงานลงไปทำ CSR ของบริษัท

....	....	....	....	....	....
จริงที่สุด	จริง	ค่อนข้างจริง	ค่อนข้างไม่จริง	ไม่จริง	ไม่จริงเลย

19. การทำงานก็หนักอยู่แล้ว การทำ CSR ก็ยิ่งทำให้ฉันไม่มีเวลาว่างให้กับตัวเอง

....	....	....	....	....	....
จริงที่สุด	จริง	ค่อนข้างจริง	ค่อนข้างไม่จริง	ไม่จริง	ไม่จริงเลย

20. คนที่ไม่ช่วยในโครงการ CSR เป็นคนที่ชอบหาเรื่องยุ่งยากเข้าตัว

....	....	....	....	....	....
จริงที่สุด	จริง	ค่อนข้างจริง	ค่อนข้างไม่จริง	ไม่จริง	ไม่จริงเลย

21. ถ้ามีคนมาขอให้ไปช่วยโครงการ CSR ของบริษัท ฉันจะรีบปฏิเสธ

....	....	....	....	....	....
จริงที่สุด	จริง	ค่อนข้างจริง	ค่อนข้างไม่จริง	ไม่จริง	ไม่จริงเลย

22. ถึงแม้จะมีเวลาว่าง แต่ฉันคงจะไม่ไปร่วมการทำ CSR

....	....	....	....	....	....
จริงที่สุด	จริง	ค่อนข้างจริง	ค่อนข้างไม่จริง	ไม่จริง	ไม่จริงเลย

23. ถ้าฉันติดงาน ฉันก็จะบริจาคของเพื่อไปร่วมในโครงการ CSR

....	....	....	....	....	....
จริงที่สุด	จริง	ค่อนข้างจริง	ค่อนข้างไม่จริง	ไม่จริง	ไม่จริงเลย

24. ถึงแม้ฉันจะทราบข่าวโครงการ CSR ของบริษัท ฉันก็มักจะทำเฉยๆ ไม่บอกต่อ

....	....	....	....	....	....
จริงที่สุด	จริง	ค่อนข้างจริง	ค่อนข้างไม่จริง	ไม่จริง	ไม่จริงเลย

ชุดที่ 4 ความคิดเห็นต่อโครงการ

1. ถ้ามีโอกาสฉันจะชวนลูกหลานมาร่วมทำโครงการ CSR ของบริษัท

....	....	....	....	....	....
จริงที่สุด	จริง	ค่อนข้างจริง	ค่อนข้างไม่จริง	ไม่จริง	ไม่จริงเลย

2. ฉันชอบที่จะทำโครงการ CSR ของบริษัท

....	....	....	....	....	....
จริงที่สุด	จริง	ค่อนข้างจริง	ค่อนข้างไม่จริง	ไม่จริง	ไม่จริงเลย

3. ฉันเห็นว่าการทำโครงการ CSR เป็นสิ่งที่จำเป็นในทุกบริษัทฯ และองค์กร

....	....	....	....	....	....
จริงที่สุด	จริง	ค่อนข้างจริง	ค่อนข้างไม่จริง	ไม่จริง	ไม่จริงเลย

4. ฉันรู้สึกชอบที่จะอธิบายโครงการ CSR ต่างๆของบริษัทให้เพื่อนพนักงานฟัง

....	....	....	....	....	....
จริงที่สุด	จริง	ค่อนข้างจริง	ค่อนข้างไม่จริง	ไม่จริง	ไม่จริงเลย

5. ฉันรู้สึกภูมิใจที่เป็นส่วนหนึ่งของโครงการ CSR ของบริษัท

....	....	....	....	....	....
จริงที่สุด	จริง	ค่อนข้างจริง	ค่อนข้างไม่จริง	ไม่จริง	ไม่จริงเลย

6. ฉันพร้อมที่จะส่งเสริมการทำโครงการ CSR ของบริษัท

....	....	....	....	....	....
จริงที่สุด	จริง	ค่อนข้างจริง	ค่อนข้างไม่จริง	ไม่จริง	ไม่จริงเลย

7. ฉันยินดีที่จะร่วมลงกำลังทรัพย์เพื่อส่งเสริมโครงการ CSR ของบริษัท

....	....	....	....	....	....
จริงที่สุด	จริง	ค่อนข้างจริง	ค่อนข้างไม่จริง	ไม่จริง	ไม่จริงเลย

8. ฉันไม่สนับสนุนโครงการ CSR ของบริษัท

....	....	....	....	....	....
จริงที่สุด	จริง	ค่อนข้างจริง	ค่อนข้างไม่จริง	ไม่จริง	ไม่จริงเลย

9. ฉันจะสืบทอดการทำโครงการ CSR ของบริษัทฯ ต่อจากรุ่นพี่ที่ทำงาน

....	....	....	....	....	....
จริงที่สุด	จริง	ค่อนข้างจริง	ค่อนข้างไม่จริง	ไม่จริง	ไม่จริงเลย

10. ฉันไม่รู้สึกภูมิใจใด ๆ ในการทำ CSR ของบริษัท

....	....	....	....	....	....
จริงที่สุด	จริง	ค่อนข้างจริง	ค่อนข้างไม่จริง	ไม่จริง	ไม่จริงเลย

11. ฉันรู้สึกอึดอัดที่ต้องไปทำ CSR ของบริษัท

....	....	....	....	....	....
จริงที่สุด	จริง	ค่อนข้างจริง	ค่อนข้างไม่จริง	ไม่จริง	ไม่จริงเลย

12. ฉันรู้สึกเบื่อหน่ายกับโครงการ CSR ของบริษัท

....	....	....	....	....	....
จริงที่สุด	จริง	ค่อนข้างจริง	ค่อนข้างไม่จริง	ไม่จริง	ไม่จริงเลย

13. ฉันคิดว่าการทำ CSR เสียเวลามาโดยตลอด

....	....	....	....	....	....
จริงที่สุด	จริง	ค่อนข้างจริง	ค่อนข้างไม่จริง	ไม่จริง	ไม่จริงเลย

14. ฉันไม่รู้สึกยินดียินร้ายกับการทำ CSR

....	....	....	....	....	....
จริงที่สุด	จริง	ค่อนข้างจริง	ค่อนข้างไม่จริง	ไม่จริง	ไม่จริงเลย

15. ฉันคิดว่า ฉันคงจะ "พอแล้ว" กับการทำโครงการ CSR ของบริษัท

....	....	....	....	....	....
จริงที่สุด	จริง	ค่อนข้างจริง	ค่อนข้างไม่จริง	ไม่จริง	ไม่จริงเลย

16. ฉันคิดว่าการทำ CSR บางโครงการของบริษัท คือ เรื่องที่ไร้สาระ

....	....	....	....	....	....
จริงที่สุด	จริง	ค่อนข้างจริง	ค่อนข้างไม่จริง	ไม่จริง	ไม่จริงเลย

17. ฉันคิดเสมอว่าการทำ CSR ใช้เงินเกินความจำเป็น

....	....	....	....	....	....
จริงที่สุด	จริง	ค่อนข้างจริง	ค่อนข้างไม่จริง	ไม่จริง	ไม่จริงเลย

18. ฉันคิดว่าบริษัทควรทุ่มเทเงินทุนในการทำโครงการ CSR ของทางบริษัทให้มากที่สุด

....	....	....	....	....	....
จริงที่สุด	จริง	ค่อนข้างจริง	ค่อนข้างไม่จริง	ไม่จริง	ไม่จริงเลย

19. การทำโครงการ CSR ของบริษัท เป็นสิ่งที่สมควรทำ

....	....	....	....	....	....
จริงที่สุด	จริง	ค่อนข้างจริง	ค่อนข้างไม่จริง	ไม่จริง	ไม่จริงเลย

20. ฉันประทับใจกับโครงการ CSR ต่าง ๆ ของบริษัท

....	....	....	....	....	....
จริงที่สุด	จริง	ค่อนข้างจริง	ค่อนข้างไม่จริง	ไม่จริง	ไม่จริงเลย

21. ฉันได้รับความรู้และความเพลิดเพลินจากการโครงการ CSR ของบริษัท

....	....	....	....	....	....
จริงที่สุด	จริง	ค่อนข้างจริง	ค่อนข้างไม่จริง	ไม่จริง	ไม่จริงเลย

22. ฉันคงจะไม่แนะนำให้เพื่อนๆ ร่วมโครงการ CSR ของบริษัท

....	....	....	....	....	....
จริงที่สุด	จริง	ค่อนข้างจริง	ค่อนข้างไม่จริง	ไม่จริง	ไม่จริงเลย

23. ถ้ารุ่นน้องๆ มาถามเกี่ยวกับโครงการ CSR ของบริษัท ฉันจะไม่สนับสนุน

....	....	....	....	....	....
จริงที่สุด	จริง	ค่อนข้างจริง	ค่อนข้างไม่จริง	ไม่จริง	ไม่จริงเลย

24. การเข้าร่วมโครงการ CSR ของบริษัท เป็นเรื่องที่พนักงานควรให้ความร่วมมือ

....	....	....	....	....	....
จริงที่สุด	จริง	ค่อนข้างจริง	ค่อนข้างไม่จริง	ไม่จริง	ไม่จริงเลย

ชุดที่ 5 สิ่งที่ฉันเชื่อ

1. ฉันรู้สึกชื่นชมต่อองค์กร ที่ทำงานเพื่อพัฒนาสังคม

....	....	....	....	....	....
จริงที่สุด	จริง	ค่อนข้างจริง	ค่อนข้างไม่จริง	ไม่จริง	ไม่จริงเลย

2. ฉันรู้สึกขอบคุณศาสนาที่ทำให้ฉันมีที่ยึดเหนี่ยวจิตใจ

....	....	....	....	....	....
จริงที่สุด	จริง	ค่อนข้างจริง	ค่อนข้างไม่จริง	ไม่จริง	ไม่จริงเลย

3. ฉันรู้สึกโชคร้ายที่เกิดมาในสังคมไทย

....	....	....	....	....	....
จริงที่สุด	จริง	ค่อนข้างจริง	ค่อนข้างไม่จริง	ไม่จริง	ไม่จริงเลย

4. ฉันรู้สึกขอบคุณบรรพบุรุษของชาติไทย ที่ทำให้ฉันมีแผ่นดินไทยอาศัยอยู่ทุกวันนี้

....	....	....	....	....	....
จริงที่สุด	จริง	ค่อนข้างจริง	ค่อนข้างไม่จริง	ไม่จริง	ไม่จริงเลย

5. นาน ๆ ครั้งที่ฉันจะรู้สึกขอบคุณสถาบันชาติ ศาสนา พระมหากษัตริย์

....	....	....	....	....	....
จริงที่สุด	จริง	ค่อนข้างจริง	ค่อนข้างไม่จริง	ไม่จริง	ไม่จริงเลย

6. นาน ๆ ครั้งที่ฉันจะระลึกถึง ความดีงามของบรรพบุรุษของไทย ที่สร้างวัฒนธรรมที่งดงามแก่แผ่นดินไทย

....	....	....	....	....	....
จริงที่สุด	จริง	ค่อนข้างจริง	ค่อนข้างไม่จริง	ไม่จริง	ไม่จริงเลย

7. ฉันไม่ประสบความสำเร็จในชีวิตเพราะขาดการสนับสนุนจากคนรอบข้าง และสังคม

....	....	....	....	....	....
จริงที่สุด	จริง	ค่อนข้างจริง	ค่อนข้างไม่จริง	ไม่จริง	ไม่จริงเลย

8. ครูอาจารย์ของฉันทุกระดับมีส่วนช่วยให้ฉันประสบความสำเร็จในวันนี้

....	....	....	....	....	....
จริงที่สุด	จริง	ค่อนข้างจริง	ค่อนข้างไม่จริง	ไม่จริง	ไม่จริงเลย

9. อาชีพทุกอาชีพมีความสำคัญต่อการดำรงชีวิตของฉัน

....	....	....	....	....	....
จริงที่สุด	จริง	ค่อนข้างจริง	ค่อนข้างไม่จริง	ไม่จริง	ไม่จริงเลย

10. การที่ฉันมีสุขภาพดีเกิดจากการสนับสนุนของครอบครัว คนใกล้ชิด ชุมชน และธรรมชาติ

    ร่วมกัน

....	....	....	....	....	....
จริงที่สุด	จริง	ค่อนข้างจริง	ค่อนข้างไม่จริง	ไม่จริง	ไม่จริงเลย

11. ธรรมชาติรอบ ๆ ตัวของฉัน ล้วนมีส่วนสร้างความสุขทางจิตใจแก่ฉันมาก

....	....	....	....	....	....
จริงที่สุด	จริง	ค่อนข้างจริง	ค่อนข้างไม่จริง	ไม่จริง	ไม่จริงเลย

12. การที่ฉันจะมีความสุขหรือความทุกข์ ฉันคิดว่าสังคมและธรรมชาติแวดล้อมไม่มีส่วนส่งเสริม

    หรือสนับสนุนเลย

....	....	....	....	....	....
จริงที่สุด	จริง	ค่อนข้างจริง	ค่อนข้างไม่จริง	ไม่จริง	ไม่จริงเลย

13. ฉันมีทุกวันนี้ได้ต้องขอบคุณบรรพบุรุษ ดังนั้น ฉันจะช่วยเหลือสังคมเป็นการทดแทน

....	....	....	....	....	....
จริงที่สุด	จริง	ค่อนข้างจริง	ค่อนข้างไม่จริง	ไม่จริง	ไม่จริงเลย

14. ฉันรู้สึกภูมิใจที่มีแผ่นดินไทยขนาดใหญ่ ให้พวกเราอยู่

....	....	....	....	....	....
จริงที่สุด	จริง	ค่อนข้างจริง	ค่อนข้างไม่จริง	ไม่จริง	ไม่จริงเลย

15. ฉันระลึกคุณบิดามารดาเสมอ

....	....	....	....	....	....
จริงที่สุด	จริง	ค่อนข้างจริง	ค่อนข้างไม่จริง	ไม่จริง	ไม่จริงเลย

16. ฉันส่งเสริมให้ทุกคนรู้จักทดแทนคุณแผ่นดิน

....	....	....	....	....	....
จริงที่สุด	จริง	ค่อนข้างจริง	ค่อนข้างไม่จริง	ไม่จริง	ไม่จริงเลย

17. ฉันรู้สึกท้อแท้หมดกำลังใจ หากฉันโดนตำหนิ

....	....	....	....	....	....
จริงที่สุด	จริง	ค่อนข้างจริง	ค่อนข้างไม่จริง	ไม่จริง	ไม่จริงเลย

18. ฉันปฏิบัติทั้งงานราษฎร์ งานหลวง ด้วยความตั้งใจเสมอ

....	....	....	....	....	....
จริงที่สุด	จริง	ค่อนข้างจริง	ค่อนข้างไม่จริง	ไม่จริง	ไม่จริงเลย

19. ฉันให้กำลังใจกับทุกนที่ทำความดี

....	....	....	....	....	....
จริงที่สุด	จริง	ค่อนข้างจริง	ค่อนข้างไม่จริง	ไม่จริง	ไม่จริงเลย

20. ฉันเสียใจ ในทุกครั้งที่ฉันทำผิดพลาด

....	....	....	....	....	....
จริงที่สุด	จริง	ค่อนข้างจริง	ค่อนข้างไม่จริง	ไม่จริง	ไม่จริงเลย

ชุดที่ 6 สิ่งที่ฉันคิดเกี่ยวกับบริษัท

1. ฉันดีใจที่ได้ทำงานที่บริษัทที่ทำอยู่

....	....	....	....	....	....
จริงที่สุด	จริง	ค่อนข้างจริง	ค่อนข้างไม่จริง	ไม่จริง	ไม่จริงเลย

2. ฉันรู้สึกภูมิใจเสมอที่ได้ใส่ชุดยูนิฟอร์มของบริษัท

....	....	....	....	....	....
จริงที่สุด	จริง	ค่อนข้างจริง	ค่อนข้างไม่จริง	ไม่จริง	ไม่จริงเลย

3. ฉันชอบจะบอกทุกคนเสมอว่าทำงานที่บริษัทที่ทำอยู่

....	....	....	....	....	....
จริงที่สุด	จริง	ค่อนข้างจริง	ค่อนข้างไม่จริง	ไม่จริง	ไม่จริงเลย

4. ฉันพร้อมที่จะก้าวไปพร้อมๆกันกับบริษัทของฉัน

....	....	....	....	....	....
จริงที่สุด	จริง	ค่อนข้างจริง	ค่อนข้างไม่จริง	ไม่จริง	ไม่จริงเลย

5. ฉันภูมิใจเสมอ เมื่อคนรอบข้างพูดชื่อบริษัทของฉัน

....	....	....	....	....	....
จริงที่สุด	จริง	ค่อนข้างจริง	ค่อนข้างไม่จริง	ไม่จริง	ไม่จริงเลย

6. ฉันไม่เคยภูมิใจในบริษัทของฉันเลย

....	....	....	....	....	....
จริงที่สุด	จริง	ค่อนข้างจริง	ค่อนข้างไม่จริง	ไม่จริง	ไม่จริงเลย

7. ฉันสามารถทำงานที่ได้รับมอบหมายจากบริษัท ด้วยความภูมิใจ

....	....	....	....	....	....
จริงที่สุด	จริง	ค่อนข้างจริง	ค่อนข้างไม่จริง	ไม่จริง	ไม่จริงเลย

8. ฉันไม่รู้สึกใส่ชุดยูนิฟอร์มบริษัทแล้วภูมิใจเลย

....	....	....	....	....	....
จริงที่สุด	จริง	ค่อนข้างจริง	ค่อนข้างไม่จริง	ไม่จริง	ไม่จริงเลย

9. ความสำเร็จในชีวิตของฉัน คือ ความภูมิใจที่ได้ทำบริษัทนี้

....	....	....	....	....	....
จริงที่สุด	จริง	ค่อนข้างจริง	ค่อนข้างไม่จริง	ไม่จริง	ไม่จริงเลย

10. เงินเท่านั้นที่จะสร้างโอกาสให้แก่ชีวิต ถึงจะทำให้รู้สึกภูมิใจในบริษัทที่ทำ

....	....	....	....	....	....
จริงที่สุด	จริง	ค่อนข้างจริง	ค่อนข้างไม่จริง	ไม่จริง	ไม่จริงเลย

11. จากบริษัท จะทำให้ฉันมีความสุขและภูมิใจในชีวิต

....	....	....	....	....	....
จริงที่สุด	จริง	ค่อนข้างจริง	ค่อนข้างไม่จริง	ไม่จริง	ไม่จริงเลย

12. เมื่อเห็นเพื่อนๆ ทำเพื่อบริษัทอย่างภูมิใจ ฉันยินดีสนับสนุนเสมอ

....	....	....	....	....	....
จริงที่สุด	จริง	ค่อนข้างจริง	ค่อนข้างไม่จริง	ไม่จริง	ไม่จริงเลย

13. ฉันภูมิใจเสมอเวลาพูดถึงบริษัท

....	....	....	....	....	....
จริงที่สุด	จริง	ค่อนข้างจริง	ค่อนข้างไม่จริง	ไม่จริง	ไม่จริงเลย

14. ฉันไม่พอใจหากได้ยินใครว่าร้ายบริษัท

....	....	....	....	....	....
จริงที่สุด	จริง	ค่อนข้างจริง	ค่อนข้างไม่จริง	ไม่จริง	ไม่จริงเลย

15. ฉันเห็นคนรักบริษัท ฉันรู้สึกดีใจ

....	....	....	....	....	....
จริงที่สุด	จริง	ค่อนข้างจริง	ค่อนข้างไม่จริง	ไม่จริง	ไม่จริงเลย

16. ในยามที่บริษัทประสบปัญหา ฉันก็ยังรักและเคียงข้างเสมอ

....	....	....	....	....	....
จริงที่สุด	จริง	ค่อนข้างจริง	ค่อนข้างไม่จริง	ไม่จริง	ไม่จริงเลย

17. ฉันเคยท้อแท้ เมื่อมีคนมาว่าบริษัท

....	....	....	....	....	....
จริงที่สุด	จริง	ค่อนข้างจริง	ค่อนข้างไม่จริง	ไม่จริง	ไม่จริงเลย

18. ฉันปกป้องบริษัท ทุกครั้งเมื่อมีใครมาว่าบริษัท

....	....	....	....	....	....
จริงที่สุด	จริง	ค่อนข้างจริง	ค่อนข้างไม่จริง	ไม่จริง	ไม่จริงเลย

19. ฉันจะไม่ยอมให้ใครมากุมอำนาจบริษัทอย่างไม่มีเหตุผล

....	....	....	....	....	....
จริงที่สุด	จริง	ค่อนข้างจริง	ค่อนข้างไม่จริง	ไม่จริง	ไม่จริงเลย

20. ฉันจะไม่ยอมแพ้ ถ้าบริษัทต้องการให้ช่วยทำอะไร

....	....	....	....	....	....
จริงที่สุด	จริง	ค่อนข้างจริง	ค่อนข้างไม่จริง	ไม่จริง	ไม่จริงเลย

ชุด 7 บริษัทของฉัน

1. เมื่อคิดถึงการบินไทย ฉันมักจะนึกถึงความมั่นคงขององค์กร

....	....	....	....	....	....
จริงที่สุด	จริง	ค่อนข้างจริง	ค่อนข้างไม่จริง	ไม่จริง	ไม่จริงเลย

2. เมื่อคิดถึงการบินไทย ฉันมักนึกถึงความทันสมัย

....	....	....	....	....	....
จริงที่สุด	จริง	ค่อนข้างจริง	ค่อนข้างไม่จริง	ไม่จริง	ไม่จริงเลย

3. การบริการที่หรูหราระดับโลก เป็นเอกลักษณ์ของการบินไทย

....	....	....	....	....	....
จริงที่สุด	จริง	ค่อนข้างจริง	ค่อนข้างไม่จริง	ไม่จริง	ไม่จริงเลย

4. การคอรัปชั่นเป็นภาพลักษณ์ทางลบที่พนักงานมักนึกถึงบ่อยๆ

....	....	....	....	....	....
จริงที่สุด	จริง	ค่อนข้างจริง	ค่อนข้างไม่จริง	ไม่จริง	ไม่จริงเลย

5. ระบบเส้นสายลูกท่านหลานเธอ ยังมีมากในบริษัทการบินไทย

....	....	....	....	....	....
จริงที่สุด	จริง	ค่อนข้างจริง	ค่อนข้างไม่จริง	ไม่จริง	ไม่จริงเลย

6. พนักงานมักรับรู้ว่าการบินไทยมีความเที่ยงตรงในการให้บริการ

....	....	....	....	....	....
จริงที่สุด	จริง	ค่อนข้างจริง	ค่อนข้างไม่จริง	ไม่จริง	ไม่จริงเลย

7. พนักงานมักรู้สึกว่า การดำเนินงานต่าง ๆ มีความยุ่งยาก เหมือนระบบราชการ

....	....	....	....	....	....
จริงที่สุด	จริง	ค่อนข้างจริง	ค่อนข้างไม่จริง	ไม่จริง	ไม่จริงเลย

8. การใช้งบประมาณจัดซื้อจัดจ้างสิ่งต่างๆ ของบริษัท ไม่สมเหตุสมผล

....	....	....	....	....	....
จริงที่สุด	จริง	ค่อนข้างจริง	ค่อนข้างไม่จริง	ไม่จริง	ไม่จริงเลย

9. ในสายตาของพนักงาน ภาพลักษณ์ CSR ของบริษัท เป็นไปในทางบวกมากกว่าทางลบ

....	....	....	....	....	....
จริงที่สุด	จริง	ค่อนข้างจริง	ค่อนข้างไม่จริง	ไม่จริง	ไม่จริงเลย

10. เมื่อต้องเดินทางโดยเครื่องบินของการบินไทย ฉันมักนึกถึงบริการที่อบอุ่น

....	....	....	....	....	....
จริงที่สุด	จริง	ค่อนข้างจริง	ค่อนข้างไม่จริง	ไม่จริง	ไม่จริงเลย

11. โดยภาพรวมแล้ว การให้ความร่วมภายในบริษัทไม่ค่อยดี

....	....	....	....	....	....
จริงที่สุด	จริง	ค่อนข้างจริง	ค่อนข้างไม่จริง	ไม่จริง	ไม่จริงเลย

12. ใครๆ ก็ไม่รู้จักผู้บริหารของการบินไทย

....	....	....	....	....	....
จริงที่สุด	จริง	ค่อนข้างจริง	ค่อนข้างไม่จริง	ไม่จริง	ไม่จริงเลย

13. พนักงานมักรับรู้ว่า ผู้บริหารส่งเสริมการทำนโยบายในการบริการได้เป็นอย่างดี

....	....	....	....	....	....
จริงที่สุด	จริง	ค่อนข้างจริง	ค่อนข้างไม่จริง	ไม่จริง	ไม่จริงเลย

14. เมื่อนึกถึงผู้บริหารการบินไทย ฉันมักนึกถึงความเป็นผู้นำระดับสากล

....	....	....	....	....	....
จริงที่สุด	จริง	ค่อนข้างจริง	ค่อนข้างไม่จริง	ไม่จริง	ไม่จริงเลย

15. ฉันไม่คิดว่า การบินไทยเป็นสายการบินอันดับหนึ่งที่คนไทยจะเลือกใช้บริการ

....	....	....	....	....	....
จริงที่สุด	จริง	ค่อนข้างจริง	ค่อนข้างไม่จริง	ไม่จริง	ไม่จริงเลย

16. พนักงานโดยส่วนใหญ่คงไม่เห็นว่า ฝ่ายบริหารมีวิสัยทัศน์ในการบริหารบริษัท

....	....	....	....	....	....
จริงที่สุด	จริง	ค่อนข้างจริง	ค่อนข้างไม่จริง	ไม่จริง	ไม่จริงเลย

17. บอร์ดการบินไทยมีแนวทางแก้ปัญหาวิกฤตการบินไทยได้เป็นอย่างดี

....	....	....	....	....	....
จริงที่สุด	จริง	ค่อนข้างจริง	ค่อนข้างไม่จริง	ไม่จริง	ไม่จริงเลย

18. หลายคนเห็นว่า การบริการบนเครื่องบินให้ความสำคัญกับผู้โดยสารต่างชาติมากกว่า
ผู้โดยสารคนไทย

....	....	....	....	....	....
จริงที่สุด	จริง	ค่อนข้างจริง	ค่อนข้างไม่จริง	ไม่จริง	ไม่จริงเลย

ชุดที่ 8 งานของฉัน

1. ฉันมีความสุขกับงานที่ฉันทำอยู่

....	....	....	....	....	....
จริงที่สุด	จริง	ค่อนข้างจริง	ค่อนข้างไม่จริง	ไม่จริง	ไม่จริงเลย

2. ฉันรู้สึกเบื่อหน่ายกับงานที่ฉันทำอยู่

....	....	....	....	....	....
จริงที่สุด	จริง	ค่อนข้างจริง	ค่อนข้างไม่จริง	ไม่จริง	ไม่จริงเลย

3. งานที่ฉันทำไม่ตรงกับอุปนิสัยของฉัน

....	....	....	....	....	....
จริงที่สุด	จริง	ค่อนข้างจริง	ค่อนข้างไม่จริง	ไม่จริง	ไม่จริงเลย

4. ฉันมีเพื่อนร่วมงานที่ดี

....	....	....	....	....	....
จริงที่สุด	จริง	ค่อนข้างจริง	ค่อนข้างไม่จริง	ไม่จริง	ไม่จริงเลย

5. บรรยากาศในการทำงานทำให้ฉันมีความสุข

....	....	....	....	....	....
จริงที่สุด	จริง	ค่อนข้างจริง	ค่อนข้างไม่จริง	ไม่จริง	ไม่จริงเลย

6. รู้สึกสนุกกับการทำงาน

....	....	....	....	....	....
จริงที่สุด	จริง	ค่อนข้างจริง	ค่อนข้างไม่จริง	ไม่จริง	ไม่จริงเลย

7. ฉันไม่มีความสุขในที่ทำงาน

....	....	....	....	....	....
จริงที่สุด	จริง	ค่อนข้างจริง	ค่อนข้างไม่จริง	ไม่จริง	ไม่จริงเลย

8. ฉันไม่มีแรงบันดาลใจคิดงานใหม่ ๆ

....	....	....	....	....	....
จริงที่สุด	จริง	ค่อนข้างจริง	ค่อนข้างไม่จริง	ไม่จริง	ไม่จริงเลย

9. ฉันมักกระตือรือร้นเข้าร่วมโปรเจคใหม่ ๆ เสมอ

....	....	....	....	....	....
จริงที่สุด	จริง	ค่อนข้างจริง	ค่อนข้างไม่จริง	ไม่จริง	ไม่จริงเลย

10. ฉันทำงานที่นี้ เพราะสวัสดิการดี

....	....	....	....	....	....
จริงที่สุด	จริง	ค่อนข้างจริง	ค่อนข้างไม่จริง	ไม่จริง	ไม่จริงเลย

11. ฉันทำงานที่นี้เพราะมีความก้าวหน้าในอนาคต

....	....	....	....	....	....
จริงที่สุด	จริง	ค่อนข้างจริง	ค่อนข้างไม่จริง	ไม่จริง	ไม่จริงเลย

12. ฉันอยากมาทำงาน เพราะเพื่อร่วมงานมักให้ความช่วยเหลือกัน

....	....	....	....	....	....
จริงที่สุด	จริง	ค่อนข้างจริง	ค่อนข้างไม่จริง	ไม่จริง	ไม่จริงเลย

13. สวัสดิการของบริษัทยังไม่เป็นที่พอใจของฉัน

....	....	....	....	....	....
จริงที่สุด	จริง	ค่อนข้างจริง	ค่อนข้างไม่จริง	ไม่จริง	ไม่จริงเลย

14. เปรียบเทียบกันแล้ว สวัสดิการที่บริษัทอื่นดีกว่า

....	....	....	....	....	....
จริงที่สุด	จริง	ค่อนข้างจริง	ค่อนข้างไม่จริง	ไม่จริง	ไม่จริงเลย

15. ที่ทำงานของฉันส่งเสริมความก้าวหน้าในการทำงาน

....	....	....	....	....	....
จริงที่สุด	จริง	ค่อนข้างจริง	ค่อนข้างไม่จริง	ไม่จริง	ไม่จริงเลย

16. ฉันไม่ชอบใจกับบรรยากาศในที่ทำงาน

....	....	....	....	....	....
จริงที่สุด	จริง	ค่อนข้างจริง	ค่อนข้างไม่จริง	ไม่จริง	ไม่จริงเลย

17. ฉันพอใจกับสวัสดิการของบริษัท

....	....	....	....	....	....
จริงที่สุด	จริง	ค่อนข้างจริง	ค่อนข้างไม่จริง	ไม่จริง	ไม่จริงเลย

18. ฉันมองไม่เห็นความก้าวหน้าในการทำงานในบริษัทนี้

....	....	....	....	....	....
จริงที่สุด	จริง	ค่อนข้างจริง	ค่อนข้างไม่จริง	ไม่จริง	ไม่จริงเลย

19. เพื่อนร่วมงานมักคอยอิจฉาหรือจ้องกับผิดกัน

....	....	....	....	....	....
จริงที่สุด	จริง	ค่อนข้างจริง	ค่อนข้างไม่จริง	ไม่จริง	ไม่จริงเลย

ชุดที่ 9 สิ่งที่ฉันเชื่อ

1. ฉันคิดว่าเงินที่บริษัทเอาไปทำ CSR เป็นการเอาเงินไปปลายลายแม่น้ำ

....	....	....	....	....	....
จริงที่สุด	จริง	ค่อนข้างจริง	ค่อนข้างไม่จริง	ไม่จริง	ไม่จริงเลย

2. การทำ CSR เป็นการแสดงความรับผิดชอบต่อสังคมที่ดี

....	....	....	....	....	....
จริงที่สุด	จริง	ค่อนข้างจริง	ค่อนข้างไม่จริง	ไม่จริง	ไม่จริงเลย

3. ฉันคิดว่าการทำ CSR เป็นเพียงการทำเพื่อเอาหน้า แต่คงไม่เกิดประโยชน์จริงจัง

....	....	....	....	....	....
จริงที่สุด	จริง	ค่อนข้างจริง	ค่อนข้างไม่จริง	ไม่จริง	ไม่จริงเลย

4. ฉันคิดว่าการทำ CSR เป็นการเอาเงินที่พนักงานควรได้รับไปใช้ในทางที่ไม่เกิดประโยชน์

....	....	....	....	....	....
จริงที่สุด	จริง	ค่อนข้างจริง	ค่อนข้างไม่จริง	ไม่จริง	ไม่จริงเลย

5. การทำ CSR เป็นข้อบังคับของรัฐบาลที่มีต่อบริษัทเอกชนหรือรัฐวิสาหกิจ

....	....	....	....	....	....
จริงที่สุด	จริง	ค่อนข้างจริง	ค่อนข้างไม่จริง	ไม่จริง	ไม่จริงเลย

6. การทำ CSR ช่วยส่งเสริมให้สังคมน่าอยู่มากขึ้น

....	....	....	....	....	....
จริงที่สุด	จริง	ค่อนข้างจริง	ค่อนข้างไม่จริง	ไม่จริง	ไม่จริงเลย

7. ฉันคิดว่า CSR ต้องดำเนินการภายใต้นโยบายบริษัทเท่านั้น

....	....	....	....	....	....
จริงที่สุด	จริง	ค่อนข้างจริง	ค่อนข้างไม่จริง	ไม่จริง	ไม่จริงเลย

8. การทำ CSR คงจะช่วยได้แค่บางชุมชนหรือบางหน่วยงานเท่านั้น

....	....	....	....	....	....
จริงที่สุด	จริง	ค่อนข้างจริง	ค่อนข้างไม่จริง	ไม่จริง	ไม่จริงเลย

9. การส่งเสริมให้คนในองค์กรทำ CSR เป็นการสร้างจิตสานึกอย่างหนึ่ง

....	....	....	....	....	....
จริงที่สุด	จริง	ค่อนข้างจริง	ค่อนข้างไม่จริง	ไม่จริง	ไม่จริงเลย

10. การทำ CSR มีผลลบมากกว่าผลบวก เกิดประโยชน์น้อยมาก

....	....	....	....	....	....
จริงที่สุด	จริง	ค่อนข้างจริง	ค่อนข้างไม่จริง	ไม่จริง	ไม่จริงเลย

11. CSR เป็นการสร้างภาพมากกว่าการแสดงความรับผิดชอบต่อสังคม

....	....	....	....	....	....
จริงที่สุด	จริง	ค่อนข้างจริง	ค่อนข้างไม่จริง	ไม่จริง	ไม่จริงเลย

12. การทำ CSR สามารถช่วยแบ่งเบาปัญหาสังคมได้บ้าง

....	....	....	....	....	....
จริงที่สุด	จริง	ค่อนข้างจริง	ค่อนข้างไม่จริง	ไม่จริง	ไม่จริงเลย

13. การทำ CSR   มักสร้างปัญหาให้กับองค์กรเสมอ

....	....	....	....	....	....
จริงที่สุด	จริง	ค่อนข้างจริง	ค่อนข้างไม่จริง	ไม่จริง	ไม่จริงเลย

14. การทำ CSR มักทำให้บริษัทขาดทุน

....	....	....	....	....	....
จริงที่สุด	จริง	ค่อนข้างจริง	ค่อนข้างไม่จริง	ไม่จริง	ไม่จริงเลย

15. การเข้าร่วม CSR ทำให้สิ้นเปลืองเวลา และความคิด

....	....	....	....	....	....
จริงที่สุด	จริง	ค่อนข้างจริง	ค่อนข้างไม่จริง	ไม่จริง	ไม่จริงเลย

16. การส่งเสริมการทำ CSR ทำให้ชีวิตขาดคุณภาพลง

....	....	....	....	....	....
จริงที่สุด	จริง	ค่อนข้างจริง	ค่อนข้างไม่จริง	ไม่จริง	ไม่จริงเลย

ชุดที่ 10 ตัวตนของฉัน

1. ฉันมั่นใจว่า ฉันจะประสบความสำเร็จในชีวิตอย่างที่ฉันสมควรจะได้รับ

....	....	....	....	....	....
จริงที่สุด	จริง	ค่อนข้างจริง	ค่อนข้างไม่จริง	ไม่จริง	ไม่จริงเลย

2. บางเวลาฉันรู้สึกเศร้าหมอง

....	....	....	....	....	....
จริงที่สุด	จริง	ค่อนข้างจริง	ค่อนข้างไม่จริง	ไม่จริง	ไม่จริงเลย

3. เมื่อฉันใช้ความพยายาม ฉันมักทำงานสำเร็จ

....	....	....	....	....	....
จริงที่สุด	จริง	ค่อนข้างจริง	ค่อนข้างไม่จริง	ไม่จริง	ไม่จริงเลย

4. เมื่อเกิดความล้มเหลว ฉันมักรู้สึกว่าตนเองไร้ค่า

....	....	....	....	....	....
จริงที่สุด	จริง	ค่อนข้างจริง	ค่อนข้างไม่จริง	ไม่จริง	ไม่จริงเลย

5. ฉันทำงานต่างๆ สำเร็จได้ด้วยดี

....	....	....	....	....	....
จริงที่สุด	จริง	ค่อนข้างจริง	ค่อนข้างไม่จริง	ไม่จริง	ไม่จริงเลย

6. บางครั้งฉันรู้สึกว่างานที่ทำ ไม่อยู่ภายใต้การควบคุมของฉัน

....	....	....	....	....	....
จริงที่สุด	จริง	ค่อนข้างจริง	ค่อนข้างไม่จริง	ไม่จริง	ไม่จริงเลย

7. โดยรวมแล้ว ฉันพอใจในตัวฉันเอง

....	....	....	....	....	....
จริงที่สุด	จริง	ค่อนข้างจริง	ค่อนข้างไม่จริง	ไม่จริง	ไม่จริงเลย

8. ฉันมักไม่แน่ใจในความสามารถของตนเอง

....	....	....	....	....	....
จริงที่สุด	จริง	ค่อนข้างจริง	ค่อนข้างไม่จริง	ไม่จริง	ไม่จริงเลย

9. ฉันเป็นผู้กำหนดสิ่งที่จะเกิดขึ้นในชีวิตของฉันเอง

....	....	....	....	....	....
จริงที่สุด	จริง	ค่อนข้างจริง	ค่อนข้างไม่จริง	ไม่จริง	ไม่จริงเลย

10. ฉันรู้สึกว่า ไม่สามารถควบคุมงานของฉันให้เกิดความสำเร็จได้

....	....	....	....	....	....
จริงที่สุด	จริง	ค่อนข้างจริง	ค่อนข้างไม่จริง	ไม่จริง	ไม่จริงเลย

11. ฉันสามารถจัดการกับปัญหาส่วนใหญ่ของฉันได้

....	....	....	....	....	....
จริงที่สุด	จริง	ค่อนข้างจริง	ค่อนข้างไม่จริง	ไม่จริง	ไม่จริงเลย

12. มีบางครั้ง ฉันรู้สึกว่าสิ่งต่าง ๆ ดูหดหู่ และสิ้นหวัง

....	....	....	....	....	....
จริงที่สุด	จริง	ค่อนข้างจริง	ค่อนข้างไม่จริง	ไม่จริง	ไม่จริงเลย

ชุดที่ 11 ความเป็นฉัน

1. ฉันต้องเป็นผู้นำแฟชั่นอยู่เสมอ

....	....	....	....	....	....
จริงที่สุด	จริง	ค่อนข้างจริง	ค่อนข้างไม่จริง	ไม่จริง	ไม่จริงเลย

2. ฉันมักนิยมซื้อของแบรนด์เนม เช่น กระเป๋า นาฬิกา

....	....	....	....	....	....
จริงที่สุด	จริง	ค่อนข้างจริง	ค่อนข้างไม่จริง	ไม่จริง	ไม่จริงเลย

3. ฉันมักซื้อสิ่งของเพื่อมาอวดเพื่อนมากกว่ามาใช้ประโยชน์

....	....	....	....	....	....
จริงที่สุด	จริง	ค่อนข้างจริง	ค่อนข้างไม่จริง	ไม่จริง	ไม่จริงเลย

4. ฉันเปลี่ยนสิ่งของเครื่องใช้ เช่น มือถือ บ่อยๆ เพื่อให้ทันสมัย

....	....	....	....	....	....
จริงที่สุด	จริง	ค่อนข้างจริง	ค่อนข้างไม่จริง	ไม่จริง	ไม่จริงเลย

5. มีเงินเยอะ ฉันมีความสุข

....	....	....	....	....	....
จริงที่สุด	จริง	ค่อนข้างจริง	ค่อนข้างไม่จริง	ไม่จริง	ไม่จริงเลย

6. ฉันมักจะเอาของไปโอ้อวดเพื่อน เมื่อฉันซื้อของมาใหม่

....	....	....	....	....	....
จริงที่สุด	จริง	ค่อนข้างจริง	ค่อนข้างไม่จริง	ไม่จริง	ไม่จริงเลย

7. ฉันสามารถทำอะไรก็ได้ ถ้าฉันมีเงิน

....	....	....	....	....	....
จริงที่สุด	จริง	ค่อนข้างจริง	ค่อนข้างไม่จริง	ไม่จริง	ไม่จริงเลย

8. ฉันคิดว่าเงินเท่านั้น คือ "สิ่งบันดาลความสุข"

....	....	....	....	....	....
จริงที่สุด	จริง	ค่อนข้างจริง	ค่อนข้างไม่จริง	ไม่จริง	ไม่จริงเลย

9. ความสำเร็จในชีวิตของฉันคือ "ความร่ำรวย"

....	....	....	....	....	....
จริงที่สุด	จริง	ค่อนข้างจริง	ค่อนข้างไม่จริง	ไม่จริง	ไม่จริงเลย

10. เงินเท่านั้นที่จะสร้างโอกาสให้แก่ชีวิต

....	....	....	....	....	....
จริงที่สุด	จริง	ค่อนข้างจริง	ค่อนข้างไม่จริง	ไม่จริง	ไม่จริงเลย

11. ความร่ำรวยจะทำให้ฉันมีความสุขในชีวิต

....	....	....	....	....	....
จริงที่สุด	จริง	ค่อนข้างจริง	ค่อนข้างไม่จริง	ไม่จริง	ไม่จริงเลย

12. เมื่อเห็นเพื่อน ๆ มีของใช้ที่ทันสมัย ฉันก็จะต้องมีเหมือนกัน

....	....	....	....	....	....
จริงที่สุด	จริง	ค่อนข้างจริง	ค่อนข้างไม่จริง	ไม่จริง	ไม่จริงเลย

ชุดที่ 12   องค์การของฉัน

1. บริษัทของฉันมีนโยบายส่งเสริมให้ศึกษาต่อในระดับสูงขึ้น

....	....	....	....	....	....
จริงที่สุด	จริง	ค่อนข้างจริง	ค่อนข้างไม่จริง	ไม่จริง	ไม่จริงเลย

2. ฉันรู้สึกพอใจกับสวัสดิการที่บริษัทของฉันจัดให้

....	....	....	....	....	....
จริงที่สุด	จริง	ค่อนข้างจริง	ค่อนข้างไม่จริง	ไม่จริง	ไม่จริงเลย

3. บริษัทของฉันมีโครงการพัฒนาบุคลากรในระดับของฉันมากกว่าหน่วยงานอื่น

....	....	....	....	....	....
จริงที่สุด	จริง	ค่อนข้างจริง	ค่อนข้างไม่จริง	ไม่จริง	ไม่จริงเลย

4. บริษัทของฉันเห็นคุณค่าของผลงานที่ข้าพเจ้าทำ

....	....	....	....	....	....
จริงที่สุด	จริง	ค่อนข้างจริง	ค่อนข้างไม่จริง	ไม่จริง	ไม่จริงเลย

5. บริษัทมักสนับสนุนในสิ่งที่ฉันเสนอขอไป

....	....	....	....	....	....
จริงที่สุด	จริง	ค่อนข้างจริง	ค่อนข้างไม่จริง	ไม่จริง	ไม่จริงเลย

6. บริษัทไม่ค่อยให้รางวัลกับผู้ที่ทำงานอย่างมีประสิทธิภาพสูง

....	....	....	....	....	....
จริงที่สุด	จริง	ค่อนข้างจริง	ค่อนข้างไม่จริง	ไม่จริง	ไม่จริงเลย

7. บริษัทของฉันไม่ให้ความสำคัญกับผลงานของฉัน

....	....	....	....	....	....
จริงที่สุด	จริง	ค่อนข้างจริง	ค่อนข้างไม่จริง	ไม่จริง	ไม่จริงเลย

8. บริษัทมักให้ข้อมูลที่เป็นประโยชน์ต่อการทำงานของฉัน

....	....	....	....	....	....
จริงที่สุด	จริง	ค่อนข้างจริง	ค่อนข้างไม่จริง	ไม่จริง	ไม่จริงเลย

9. กฎระเบียบบางประการของบริษัทล้าสมัย ควรเปลี่ยนแปลง

....	....	....	....	....	....
จริงที่สุด	จริง	ค่อนข้างจริง	ค่อนข้างไม่จริง	ไม่จริง	ไม่จริงเลย

10. บริษัทไม่มีนโยบายที่เหมาะสมในการพัฒนาบุคลากร เช่น การจัดฝึกอบรม การส่งไปดูงาน
เป็นต้น

....	....	....	....	....	....
จริงที่สุด	จริง	ค่อนข้างจริง	ค่อนข้างไม่จริง	ไม่จริง	ไม่จริงเลย

11. บริษัทไม่เห็นความสำคัญของเจ้าหน้าที่ระดับฉัน

....	....	....	....	....	....
จริงที่สุด	จริง	ค่อนข้างจริง	ค่อนข้างไม่จริง	ไม่จริง	ไม่จริงเลย

12. แผนปฏิบัติของบริษัทไม่ชัดเจน ทำให้การปฏิบัติงานของบุคลากรเป็นไปด้วยความยุ่งยาก

....	....	....	....	....	....
จริงที่สุด	จริง	ค่อนข้างจริง	ค่อนข้างไม่จริง	ไม่จริง	ไม่จริงเลย

13. บริษัทมักทำให้ฉันต้องทำงานซ้ำซ้อน

....	....	....	....	....	....
จริงที่สุด	จริง	ค่อนข้างจริง	ค่อนข้างไม่จริง	ไม่จริง	ไม่จริงเลย

14. ฉันต้องคอยให้บริษัทดำเนินการเป็นเวลานาน กว่าจะได้อุปกรณ์/เครื่องมือในการทำงาน

....	....	....	....	....	....
จริงที่สุด	จริง	ค่อนข้างจริง	ค่อนข้างไม่จริง	ไม่จริง	ไม่จริงเลย

15. บริษัทมักกำหนดให้ฉันทำงานมากเกินไป

....	....	....	....	....	....
จริงที่สุด	จริง	ค่อนข้างจริง	ค่อนข้างไม่จริง	ไม่จริง	ไม่จริงเลย

ชุดที่ 13 บรรยากาศในงาน

1. ฉันไม่ต้องกังวลเรื่องงานมาก เนื่องจากมีหัวหน้าที่เข้าใจในการทำ CSR

....	....	....	....	....	....
จริงที่สุด	จริง	ค่อนข้างจริง	ค่อนข้างไม่จริง	ไม่จริง	ไม่จริงเลย

2. หัวหน้ามีความยืดหยุ่นในการทำงาน ทำให้ฉันลางานไปทำ CSR ได้

....	....	....	....	....	....
จริงที่สุด	จริง	ค่อนข้างจริง	ค่อนข้างไม่จริง	ไม่จริง	ไม่จริงเลย

3. หัวหน้ามอบหมายงานหลายอย่าง จนไม่สามารถทำโครงการ CSR ได้

....	....	....	....	....	....
จริงที่สุด	จริง	ค่อนข้างจริง	ค่อนข้างไม่จริง	ไม่จริง	ไม่จริงเลย

4. หัวหน้ามักมอบเงินให้ เพื่อใช้ในการทำ CSR

....	....	....	....	....	....
จริงที่สุด	จริง	ค่อนข้างจริง	ค่อนข้างไม่จริง	ไม่จริง	ไม่จริงเลย

5. หัวหน้าส่งเสริมให้พนักงานทำ CSR

....	....	....	....	....	....
จริงที่สุด	จริง	ค่อนข้างจริง	ค่อนข้างไม่จริง	ไม่จริง	ไม่จริงเลย

6. หัวหน้ามองว่า การทำ CSR กินเวลาทำงานมาก

....	....	....	....	....	....
จริงที่สุด	จริง	ค่อนข้างจริง	ค่อนข้างไม่จริง	ไม่จริง	ไม่จริงเลย

7. หัวหน้ามักจะบ่นหรือตำหนิเสมอหากพนักงานไปทำ CSR

....	....	....	....	....	....
จริงที่สุด	จริง	ค่อนข้างจริง	ค่อนข้างไม่จริง	ไม่จริง	ไม่จริงเลย

8. หัวหน้าให้เงินไปซื้อของบริจาคในการทำ CSR

....	....	....	....	....	....
จริงที่สุด	จริง	ค่อนข้างจริง	ค่อนข้างไม่จริง	ไม่จริง	ไม่จริงเลย

9. หัวหน้ามักจะบอกข่าวโครงการ CSR

....	....	....	....	....	....
จริงที่สุด	จริง	ค่อนข้างจริง	ค่อนข้างไม่จริง	ไม่จริง	ไม่จริงเลย

10. หัวหน้ามักให้กำลังใจในการทำ CSR

....	....	....	....	....	....
จริงที่สุด	จริง	ค่อนข้างจริง	ค่อนข้างไม่จริง	ไม่จริง	ไม่จริงเลย

11. ฉันมักทราบข่าวเรื่องโครงการ CSR จากบุคคลอื่นที่ไม่ใช่หัวหน้า

....	....	....	....	....	....
จริงที่สุด	จริง	ค่อนข้างจริง	ค่อนข้างไม่จริง	ไม่จริง	ไม่จริงเลย

12. หัวหน้าไม่ให้กำลังใจในการทำ CSR เลย

....	....	....	....	....	....
จริงที่สุด	จริง	ค่อนข้างจริง	ค่อนข้างไม่จริง	ไม่จริง	ไม่จริงเลย

13. หัวหน้ามักไม่ยอมให้พนักงานลาไปทำ CSR

....	....	....	....	....	....
จริงที่สุด	จริง	ค่อนข้างจริง	ค่อนข้างไม่จริง	ไม่จริง	ไม่จริงเลย

14. หัวหน้าต่อว่าพนักงานที่ทำ CSR

....	....	....	....	....	....
จริงที่สุด	จริง	ค่อนข้างจริง	ค่อนข้างไม่จริง	ไม่จริง	ไม่จริงเลย

15. ถ้าไม่จำเป็นหัวหน้ามักไม่บอกข่าวการทำ CSR

....	....	....	....	....	....
จริงที่สุด	จริง	ค่อนข้างจริง	ค่อนข้างไม่จริง	ไม่จริง	ไม่จริงเลย

16. หัวหน้ามักพูดถึงประโยชน์ของการทำ CSR

....	....	....	....	....	....
จริงที่สุด	จริง	ค่อนข้างจริง	ค่อนข้างไม่จริง	ไม่จริง	ไม่จริงเลย

17. หัวหน้ายกย่องชมเชยพนักงานที่เข้าร่วม CSR

....	....	....	....	....	....
จริงที่สุด	จริง	ค่อนข้างจริง	ค่อนข้างไม่จริง	ไม่จริง	ไม่จริงเลย

18. หัวหน้าไม่ยินดี ยินร้ายกับการที่ฉันทำ CSR

....	....	....	....	....	....
จริงที่สุด	จริง	ค่อนข้างจริง	ค่อนข้างไม่จริง	ไม่จริง	ไม่จริงเลย

19. หัวหน้าไม่ค่อยพอใจ เมื่อมีพนักงานไปทำ CSR

....	....	....	....	....	....
จริงที่สุด	จริง	ค่อนข้างจริง	ค่อนข้างไม่จริง	ไม่จริง	ไม่จริงเลย

20. หัวหน้าให้คำปรึกษาแนะนำฉันเกี่ยวกับการทำ CSR

....	....	....	....	....	....
จริงที่สุด	จริง	ค่อนข้างจริง	ค่อนข้างไม่จริง	ไม่จริง	ไม่จริงเลย

21. มีหลายครั้งที่ฉันเห็นหัวหน้าไปร่วมงาน CSR ของบริษัท

....	....	....	....	....	....
จริงที่สุด	จริง	ค่อนข้างจริง	ค่อนข้างไม่จริง	ไม่จริง	ไม่จริงเลย

22. ฉันเคยได้ยินหัวหน้าตอบปฏิเสธการไปร่วมทำ CSR

....	....	....	....	....	....
จริงที่สุด	จริง	ค่อนข้างจริง	ค่อนข้างไม่จริง	ไม่จริง	ไม่จริงเลย

23. หัวหน้าเคยพาพนักงานให้ไปเข้าร่วมโครงการ CSR

....	....	....	....	....	....
จริงที่สุด	จริง	ค่อนข้างจริง	ค่อนข้างไม่จริง	ไม่จริง	ไม่จริงเลย

24. คงเป็นเรื่องยากที่หัวหน้าจะบริจาคเงินเพื่อสนับสนุนโครงการ CSR

....	....	....	....	....	....
จริงที่สุด	จริง	ค่อนข้างจริง	ค่อนข้างไม่จริง	ไม่จริง	ไม่จริงเลย

ชุดที่ 14 บุคลากรรอบข้าง

1. ครอบครัวของฉันเห็นด้วยกับการที่ฉันจะเข้าร่วมโครงการ CSR ของบริษัท

....	....	....	....	....	....
จริงที่สุด	จริง	ค่อนข้างจริง	ค่อนข้างไม่จริง	ไม่จริง	ไม่จริงเลย

2. ลูกหลานญาติที่บ้านของฉันอยากให้ฉันมีส่วนร่วมการทำ CSR ของบริษัท

....	....	....	....	....	....
จริงที่สุด	จริง	ค่อนข้างจริง	ค่อนข้างไม่จริง	ไม่จริง	ไม่จริงเลย

3. ถ้าฉันตัดสินใจทำ CSR คงถูกทางบ้านทักท้วง

....	....	....	....	....	....
จริงที่สุด	จริง	ค่อนข้างจริง	ค่อนข้างไม่จริง	ไม่จริง	ไม่จริงเลย

4. ครอบครัวของฉันคงอยากให้พาไปที่อื่นมากกว่าการไปร่วมทำ CSR ของบริษัท

....	....	....	....	....	....
จริงที่สุด	จริง	ค่อนข้างจริง	ค่อนข้างไม่จริง	ไม่จริง	ไม่จริงเลย

5. ครอบครัวของฉันคงไม่เห็นด้วยที่เอารายได้ของครอบครัวไปทำ CSR ของบริษัท

....	....	....	....	....	....
จริงที่สุด	จริง	ค่อนข้างจริง	ค่อนข้างไม่จริง	ไม่จริง	ไม่จริงเลย

6. ครอบครัวของฉันเห็นว่า การทำ CSR เป็นการแย่งเวลาของครอบครัว

....	....	....	....	....	....
จริงที่สุด	จริง	ค่อนข้างจริง	ค่อนข้างไม่จริง	ไม่จริง	ไม่จริงเลย

7. ครอบครัวของฉันคงรู้สึกภูมิใจที่ฉันได้ร่วมการทำ CSR ของบริษัท

....	....	....	....	....	....
จริงที่สุด	จริง	ค่อนข้างจริง	ค่อนข้างไม่จริง	ไม่จริง	ไม่จริงเลย

8. ถ้าฉันขอความช่วยเหลือกับเพื่อนในการทำ CSR เพื่อนคงยินดี

....	....	....	....	....	....
จริงที่สุด	จริง	ค่อนข้างจริง	ค่อนข้างไม่จริง	ไม่จริง	ไม่จริงเลย

9. เพื่อนคงไม่พอใจที่ฉันให้ความสนใจกับโครงการ CSR ของบริษัท

....	....	....	....	....	....
จริงที่สุด	จริง	ค่อนข้างจริง	ค่อนข้างไม่จริง	ไม่จริง	ไม่จริงเลย

10. เพื่อนคงไม่ชอบ ที่ฉันจะเข้าไปร่วมโครงการ CSR

....	....	....	....	....	....
จริงที่สุด	จริง	ค่อนข้างจริง	ค่อนข้างไม่จริง	ไม่จริง	ไม่จริงเลย

11. หากเรายืมเงินเพื่อนเพื่อไปทำ CSR เพื่อนคงไม่ให้ยืม

....	....	....	....	....	....
จริงที่สุด	จริง	ค่อนข้างจริง	ค่อนข้างไม่จริง	ไม่จริง	ไม่จริงเลย

12. เพื่อนคงมองว่า CSR ที่ฉันทำเป็นสิ่งที่มีประโยชน์

....	....	....	....	....	....
จริงที่สุด	จริง	ค่อนข้างจริง	ค่อนข้างไม่จริง	ไม่จริง	ไม่จริงเลย

13. เพื่อนเห็นด้วยกับการทำ CSR ของฉัน

....	....	....	....	....	....
จริงที่สุด	จริง	ค่อนข้างจริง	ค่อนข้างไม่จริง	ไม่จริง	ไม่จริงเลย

14. ฉันคงถูกเพื่อนพูดกระแนะกระแหน ที่ฉันทำ CSR

....	....	....	....	....	....
จริงที่สุด	จริง	ค่อนข้างจริง	ค่อนข้างไม่จริง	ไม่จริง	ไม่จริงเลย

15. เพื่อน ๆ คงจะยกย่องฉันที่สามารถแบ่งเวลาทำงานและการทำ CSR ได้

....	....	....	....	....	....
จริงที่สุด	จริง	ค่อนข้างจริง	ค่อนข้างไม่จริง	ไม่จริง	ไม่จริงเลย

16. ครอบครัวฉันคงไม่พอใจในการทำ CSR ของบริษัท

....	....	....	....	....	....
จริงที่สุด	จริง	ค่อนข้างจริง	ค่อนข้างไม่จริง	ไม่จริง	ไม่จริงเลย

17. ครอบครัวของฉันคงจะชมเชย หากฉันเอาเวลาว่างไปทำ CSR

....	....	....	....	....	....
จริงที่สุด	จริง	ค่อนข้างจริง	ค่อนข้างไม่จริง	ไม่จริง	ไม่จริงเลย

18. ครอบครัวคงจะให้กำลังใจ หากฉันเข้าร่วมการทำ CSR แต่ไม่ประสบผลสำเร็จ

....	....	....	....	....	....
จริงที่สุด	จริง	ค่อนข้างจริง	ค่อนข้างไม่จริง	ไม่จริง	ไม่จริงเลย

19. เพื่อน ๆ คงไม่ปฏิเสธ ถ้าฉันชวนพวกเขาไปร่วมโครงการ CSR ที่ฉันสนใจ

....	....	....	....	....	....
จริงที่สุด	จริง	ค่อนข้างจริง	ค่อนข้างไม่จริง	ไม่จริง	ไม่จริงเลย

20. เพื่อน ๆ คงบ่นแน่ ถ้ารู้ว่าฉันไปร่วมโครงการ CSR ของบริษัท

....	....	....	....	....	....
จริงที่สุด	จริง	ค่อนข้างจริง	ค่อนข้างไม่จริง	ไม่จริง	ไม่จริงเลย

ชุดที่ 15 ข้อมูลทั่วไป

คำชี้แจง : ขอให้ท่านเติมข้อความลงในช่องว่าง และ/หรือ ทำเครื่องหมาย √ ลงใน ☐ ตามข้อมูล
ที่เป็นจริง

1.เพศ ☐ ชาย ☐ หญิง   2.อายุ .... ปี .... เดือน 3. ฉันทำงานมานาน ...... ปี .... เดือน

4. แผนก ....

5.สถานภาพ ☐ โสด ☐ สมรส ☐ หย่าร้าง

6.การศึกษาสูงสุด ☐ ปริญญาเอก ☐ ปริญญาโท ☐ ปริญญาตรี ☐ ปวส ☐ ปวช

☐ อื่นๆ..........................

จบสาขา... คณะ.....................................

7. ภายใน 2 ปีที่ผ่านมานี้ ท่านเข้าร่วมโครงการ CSR ของบริษัท ...... ครั้ง   ☐ ไม่ได้เข้าร่วม

APPENDIX B

ADDITIONAL STATISTICAL TABLES

Table 1 Mean, Standard deviation, Correlation coefficients in Total Group (N=431)

	Variables	Mean	SD	1	2	3	4	5	6	7	8	9	10	11	12	13	14
1	Direct social responsible behavior	48.610	7.185	1													
2	Indirect social responsible behavior	54.297	9.420	.581**	1												
3	Attitude towards CSR behavior	83.278	7.561	.394**	.271**	1											
4	Attitude towards CSR project	77.652	6.991	.389**	.443**	.531**	1										
5	Attitudinal gratefulness	70.803	8.579	-.148**	0.026	-0.022	-0.064	1									
6	Organizational pride	84.060	11.527	-0.053	0.068	-0.051	0.008	.434**	1								
7	Organizational image	74.144	6.808	0.038	.113*	.107*	0.064	.283**	.517**	1							
8	Job satisfaction	67.956	5.367	.158**	.225**	.189**	.190**	0.05	.293**	.381**	1						
9	Misconception of CSR	36.963	8.394	.187**	0	.267**	.176**	-.295**	-.150**	0.064	.153**	1					
10	Core self-evaluation	48.162	4.912	0.001	0.074	.183**	.099*	.106*	0.093	.171**	.233**	0.067	1				
11	Materialism	36.181	10.026	.249**	.163**	.176**	.169**	-.243**	-.106*	0.072	.257**	.136**	.189**	1			
12	Perceived organizational support	57.244	6.432	0.088	.167**	.116*	.138**	.157**	.187**	.316**	.264**	0.066	.241**	.126**	1		
13	Perceived supervisory support	79.211	9.465	.336**	.482**	.256**	.308**	-0.081	0.023	.152**	.285**	.104*	.153**	.174**	.269**	1	
14	Social Norm	69.870	6.763	.225**	.326**	.314**	.260**	0.036	0.091	.160**	.287**	.136**	.155**	.173**	.273**	.504**	1

Note * p<.05; ** p<.01

Table 2 Mean, Standard deviation, Correlation coefficients in Male ground staffs (N=105)

	Variables	Mean	SD	1	2	3	4	5	6	7	8	9	10	11	12	13
1	Direct social responsible behavior	50.476	7.332	1												
2	Indirect social responsible behavior	56.848	9.788	.615**	1											
3	Attitude towards CSR behavior	84.267	8.063	.390**	.213*	1										
4	Attitude towards CSR project	78.895	6.688	.340**	.418**	.520**	1									
5	Attitudinal gratefulness	69.229	8.942	-.278**	0	0.031	0.047	1								
6	Organizational pride	82.771	12.462	-0.18	-0.027	-0.066	0.116	.557**	1							
7	Organizational image	75.476	6.970	-0.02	0.146	0.046	.217*	.336**	.623**	1						
8	Job satisfaction	68.619	5.874	0.188	.321**	.211*	.391**	.239*	.458**	.531**	1					
9	Misconception of CSR	37.200	7.928	.246*	0.055	.305**	.282**	-0.186	-0.137	-0.074	0.191	1				
10	Core self-evaluation	47.752	4.949	-0.101	0.086	0.145	0.189	.250*	.267**	.224*	.347**	0.083	1			
11	Materialism	36.867	10.786	.407**	.262**	.297**	.253**	-.269**	-0.064	0.105	.360**	0.094	0.165	1		
12	Perceived organizational support	58.152	6.881	0.101	0.184	0.101	0.119	.266**	.219*	.434**	.387**	0.139	.262**	.201*	1	
13	Perceived supervisory support	81.238	9.674	.446**	.582**	.192*	.230*	-0.119	-0.051	0.182	.293**	0.136	0.171	.243*	.246*	1
14	Social Norm	70.962	7.541	.259**	.430**	.317**	.364**	0.099	0.173	.208*	.441**	0.174	.332**	.223*	.316**	.545**

Note * $p<.05$; ** $p<.01$

Table 3 Mean, Standard deviation, Correlation coefficients in female ground staffs (N=326)

	Variables	Mean	SD	1	2	3	4	5	6	7	8	9	10	11	12	13
1	Direct social responsible behavior	48.009	7.044	1												
2	Indirect social responsible behavior	53.476	9.163	.555**	1											
3	Attitude towards CSR behavior	82.960	7.377	.388**	.282**	1										
4	Attitude towards CSR project	77.252	7.049	.394**	.441**	.532**	1									
5	Attitudinal gratefulness	71.310	8.409	-0.085	0.059	-0.032	-0.087	1								
6	Organizational pride	84.476	11.198	0.007	.119*	-0.039	-0.019	.382**	1							
7	Organizational image	73.715	6.710	0.036	0.08	.119*	0.002	.285**	.493**	1						
8	Job satisfaction	67.742	5.185	.135*	.178**	.175**	.114*	-0.011	.234**	.318**	1					
9	Misconception of CSR	36.887	8.549	.168**	-0.021	.255**	.145**	-.330**	-.154**	0.105	.140*	1				
10	Core self-evaluation	48.295	4.900	0.044	0.082	.203**	0.078	0.05	0.027	.162**	.198**	0.063	1			
11	Materialism	35.960	9.775	.187**	.121*	.127*	.137*	-.229**	-.120*	0.055	.213**	.149**	.201**	1		
12	Perceived organizational support	56.951	6.263	0.068	.148**	.115*	.135*	.130*	.183**	.265**	.209**	0.041	.240**	0.094	1	
13	Perceived supervisory support	78.558	9.318	.282**	.434**	.270**	.321**	-0.052	0.061	.127*	.275**	0.093	.157**	.144**	.268**	1
14	Social Norm	69.518	6.465	.198**	.273**	.306**	.216**	0.025	0.066	.130*	.216**	.123*	0.095	.148**	.248**	.481**

Note * p<.05; ** p<.01

Table 4 Mean, Standard deviation, Correlation coefficients in junior ground staffs (N=206)

	Variables	Mean	SD	1	2	3	4	5	6	7	8	9	10	11	12	13
1	Direct social responsible behavior	50.204	6.776	1												
2	Indirect social responsible behavior	56.068	9.570	.577**	1											
3	Attitude towards CSR behavior	84.859	7.412	.316**	.199**	1										
4	Attitude towards CSR project	78.403	7.158	.414**	.436**	.521**	1									
5	Attitudinal gratefulness	69.976	8.507	-.200**	0.052	-0.076	-.137*	1								
6	Organizational pride	81.558	11.215	-0.036	0.097	-0.074	0.066	.433**	1							
7	Organizational image	73.524	6.650	0.074	.151*	.150*	.144*	.234**	.503**	1						
8	Job satisfaction	68.490	5.655	0.096	.202**	.173*	.214**	0.077	.379**	.429**	1					
9	Misconception of CSR	37.083	8.058	.156*	-0.054	.311**	.300**	-.388**	-.160*	0.094	0.123	1				
10	Core self-evaluation	49.354	5.229	-0.052	0.023	.169*	0.082	.137*	0.128	.206**	.144*	0.009	1			
11	Materialism	38.937	9.183	.297**	.237**	.216**	.209**	-.206**	0.027	.201**	.217**	0.129	.204**	1		
12	Perceived organizational support	57.252	6.501	0.085	.156*	0.078	.141*	0.135	.204**	.362**	.262**	0.045	.266**	.268**	1	
13	Perceived supervisory support	81.015	9.190	.373**	.526**	.159*	.343**	-0.098	0.081	.217**	.226**	0.127	0.068	.235**	.327**	1
14	Social Norm	70.777	6.804	.161*	.379**	.167*	.260**	-0.039	.139*	.175*	.254**	.142*	.147*	.207**	.315**	.633**

Note * p<.05; ** p<.01

Table 5 Mean, Standard deviation, Correlation coefficients in senior staffs (N=206)

	Variables	Mean	SD	1	2	3	4	5	6	7	8	9	10	11	12	13
1	Direct social responsible behavior	47.068	7.333	1												
2	Indirect social responsible behavior	52.519	9.006	.535**	1											
3	Attitude towards CSR behavior	81.864	7.718	.424**	.296**	1										
4	Attitude towards CSR project	76.937	7.000	.344**	.427**	.531**	1									
5	Attitudinal gratefulness	71.646	8.791	-0.063	0.037	0.058	0.027	1								
6	Organizational pride	86.500	11.597	0.009	0.112	0.049	-0.007	.426**	1							
7	Organizational image	74.617	6.868	0.072	0.124	0.114	0.006	.314**	.528**	1						
8	Job satisfaction	67.364	5.102	.188**	.217**	.176*	.149*	0.042	.273**	.386**	1					
9	Misconception of CSR	36.937	8.833	.218**	0.045	.237**	0.067	-.219**	-0.129	0.061	.191**	1				
10	Core self-evaluation	47.010	4.294	-0.057	0.029	0.118	0.075	0.132	.182**	.162*	.309**	0.121	1			
11	Materialism	33.660	10.224	0.137	0.013	0.063	0.108	-.268**	-.143*	0.026	.262**	.161*	0.066	1		
12	Perceived organizational support	57.238	6.438	0.101	.203**	.163*	.151*	.163*	.185**	.272**	.292**	0.092	.240**	0.018	1	
13	Perceived supervisory support	77.573	9.255	.273**	.411**	.299**	.254**	-0.079	0.049	0.115	.306**	0.094	.162*	0.069	.222**	1
14	Social Norm	69.049	6.700	.260**	.257**	.435**	.259**	0.119	0.11	.166*	.315**	.163*	0.097	0.083	.248**	.373**

Note * p<.05; ** p<.01

Table 6 Mean, Standard deviation, Correlation coefficients in short duration staffs (N=205)

	Variables	Mean	SD	1	2	3	4	5	6	7	8	9	10	11	12	13
1	Direct social responsible behavior	49.742	6.637	1												
2	Indirect social responsible behavior	55.434	9.517	.599**	1											
3	Attitude towards CSR behavior	84.381	7.365	.332**	.264**	1										
4	Attitude towards CSR project	77.883	6.781	.398**	.448**	.496**	1									
5	Attitudinal gratefulness	70.449	8.439	-.139*	0.1	0.022	-0.043	1								
6	Organizational pride	81.268	11.540	-0.032	.137*	-0.057	0.055	.492**	1							
7	Organizational image	73.298	6.645	0.073	.207**	.147*	.145*	.310**	.474**	1						
8	Job satisfaction	68.356	5.577	0.089	.205**	.160*	.194**	.168*	.373**	.448**	1					
9	Misconception of CSR	37.098	7.989	0.106	-0.058	.257**	.272**	-.348**	-.227**	0.061	0.075	1				
10	Core self-evaluation	49.498	5.197	-0.054	0.04	.144*	0.086	0.123	0.108	.208**	.148*	0.012	1			
11	Materialism	38.244	9.335	.303**	.268**	.190**	.172*	-.202**	-0.033	.195**	.161*	0.097	.223**	1		
12	Perceived organizational support	57.644	6.718	0.079	.203**	.176*	.221**	.231**	.227**	.344**	.272**	-0.014	.187**	.181**	1	
13	Perceived supervisory support	80.644	9.337	.333**	.502**	.205**	.361**	-0.017	0.109	.244**	.222**	0.091	0.045	.165*	.352**	1
14	Social Norm	70.732	6.894	.174*	.412**	.217**	.296**	0.051	.161*	.183**	.239**	0.086	0.11	.155*	.346**	.595**

Note $*$ p<.05; $**$ p<.01

Table 7 Mean, Standard deviation, Correlation coefficients in long duration staffs (N=205)

	Variables	Mean	SD	1	2	3	4	5	6	7	8	9	10	11	12	13
1	Direct social responsible behavior	47.239	7.533	1												
2	Indirect social responsible behavior	52.566	9.036	.544**	1											
3	Attitude towards CSR behavior	82.093	7.685	.398**	.226**	1										
4	Attitude towards CSR project	76.951	6.989	.343**	.399**	.533**	1									
5	Attitudinal gratefulness	71.327	8.771	-0.112	-0.001	-0.028	-0.043	1								
6	Organizational pride	86.829	11.192	-0.002	0.091	0.014	-0.026	.407**	1							
7	Organizational image	74.883	6.918	0.031	0.066	0.099	-0.019	.290**	.536**	1						
8	Job satisfaction	67.366	5.087	.189**	.196**	.187**	.146*	-0.019	.269**	.332**	1					
9	Misconception of CSR	36.790	8.828	.226**	0.045	.276**	0.091	-.219**	-0.102	0.052	.189**	1				
10	Core self-evaluation	46.810	4.265	-0.044	0.029	.176*	0.099	.142*	.234**	.175*	.295**	0.11	1			
11	Materialism	33.946	10.170	.152*	0.008	0.098	0.132	-.267**	-0.105	0.004	.285**	0.133	0.038	1		
12	Perceived organizational support	56.971	5.917	0.073	.179*	0.06	0.09	0.09	.171*	.275**	.259**	0.136	.305**	0.049	1	
13	Perceived supervisory support	77.610	9.046	.294**	.428**	.269**	.247**	-.146*	0.023	0.094	.308**	0.118	.198**	0.11	0.135	1
14	Social Norm	68.951	6.467	.243**	.223**	.397**	.229**	0.042	0.094	.157*	.297**	.177*	0.114	0.1	.139*	.355**

Note * p<.05; ** p<.01

Table 8 Mean, Standard deviation, Correlation coefficients in department of front ground staffs (N=178)

	Variables	Mean	SD	1	2	3	4	5	6	7	8	9	10	11	12	13
1	Direct social responsible behavior	47.239	7.533	1												
2	Indirect social responsible behavior	52.566	9.036	.544**	1											
3	Attitude towards CSR behavior	82.093	7.685	.398**	.226**	1										
4	Attitude towards CSR project	76.951	6.989	.343**	.399**	.533**	1									
5	Attitudinal gratefulness	71.327	8.771	-0.112	-0.001	-0.028	-0.043	1								
6	Organizational pride	86.829	11.192	-0.002	0.091	0.014	-0.026	.407**	1							
7	Organizational image	74.883	6.918	0.031	0.066	0.099	-0.019	.290**	.536**	1						
8	Job satisfaction	67.366	5.087	.189**	.196**	.187**	.146*	-0.019	.269**	.332**	1					
9	Misconception of CSR	36.790	8.828	.226**	0.045	.276**	0.091	-.219**	-0.102	0.052	.189**	1				
10	Core self-evaluation	46.810	4.265	-0.044	0.029	.176*	0.099	.142*	.234**	.175*	.295**	0.11	1			
11	Materialism	33.946	10.170	.152*	0.008	0.098	0.132	-.267**	-0.105	0.004	.285**	0.133	0.038	1		
12	Perceived organizational support	56.971	5.917	0.073	.179*	0.06	0.09	0.09	.171*	.275**	.259**	0.136	.305**	0.049	1	
13	Perceived supervisory support	77.610	9.046	.294**	.428**	.269**	.247**	-.146*	0.023	0.094	.308**	0.118	.198**	0.11	0.135	1
14	Social Norm	68.951	6.467	.243**	.223**	.397**	.229**	0.042	0.094	.157*	.297**	.177*	0.114	0.1	.139*	.355**

Note * p<.05; ** p<.01

Table 9 Mean, Standard deviation, Correlation coefficients in department of back office ground staffs (N=130)

	Variables	Mean	SD	1	2	3	4	5	6	7	8	9	10	11	12	13
1	Direct social responsible behavior	48.323	7.142	1												
2	Indirect social responsible behavior	55.262	9.269	.529**	1											
3	Attitude towards CSR behavior	83.292	7.459	.415**	.350**	1										
4	Attitude towards CSR project	77.585	7.059	.258**	.398**	.475**	1									
5	Attitudinal gratefulness	71.508	9.100	-0.045	0.076	-0.008	0.011	1								
6	Organizational pride	83.246	12.416	0.009	-0.008	-0.104	-0.111	.444**	1							
7	Organizational image	74.054	7.082	0.153	0.117	0.097	0.077	.311**	.521**	1						
8	Job satisfaction	67.562	5.517	.218*	.234**	.240**	0.141	0.114	.346**	.360**	1					
9	Misconception of CSR	36.700	8.043	.245**	-0.012	.286**	.232**	-.264**	-0.058	0.068	.204*	1				
10	Core self-evaluation	48.177	4.833	0.028	0.135	.201*	0.048	.219*	0.114	0.043	.175*	-0.008	1			
11	Materialism	35.292	10.643	.240**	0.156	0.147	0.164	-.216*	-0.146	0.093	.293**	.220*	.257**	1		
12	Perceived organizational support	58.400	6.800	.185*	.210*	0.087	0.115	.221*	.202*	.303**	.209*	0.135	.334**	0.165	1	
13	Perceived supervisory support	79.877	10.744	.329**	.580**	.321**	.363**	-0.075	0.07	0.105	.300**	0.102	0.124	0.172	.240**	1
14	Social Norm	69.785	6.854	.192*	.343**	.311**	.274**	0.078	-0.012	0.144	.192*	.191*	0.118	.177*	.349**	.574**

Note * p<.05; ** p<.01

Table 10 Mean, Standard deviation, Correlation coefficients in single status staffs (N=263)

	Variables	Mean	SD	1	2	3	4	5	6	7	8	9	10	11	12	13
1	Direct social responsible behavior	49.380	7.249	1												
2	Indirect social responsible behavior	55.141	9.424	.608**	1											
3	Attitude towards CSR behavior	83.791	7.929	.373**	.283**	1										
4	Attitude towards CSR project	77.726	7.168	.458**	.457**	.582**	1									
5	Attitudinal gratefulness	70.521	8.974	-.143*	0.042	-0.025	-0.076	1								
6	Organizational pride	82.570	11.677	-0.034	0.069	-0.049	0.007	.453**	1							
7	Organizational image	73.939	6.733	0.022	0.115	0.113	0.088	.282**	.535**	1						
8	Job satisfaction	68.285	5.249	.148*	.262**	.184**	.250**	0.079	.288**	.364**	1					
9	Misconception of CSR	37.000	8.112	.134*	-0.034	.202**	.188**	-.309**	-.152*	0.08	0.096	1				
10	Core self-evaluation	48.464	5.007	-0.013	0.104	.182**	0.104	.137*	.149*	.236**	.243**	0.026	1			
11	Materialism	37.673	9.437	.229**	.177**	.207**	.192**	-.260**	-0.08	.127*	.264**	0.11	.225**	1		
12	Perceived organizational support	57.270	6.873	0.097	.193**	.133*	.172**	.226**	.264**	.358**	.286**	-0.027	.219**	.127*	1	
13	Perceived supervisory support	80.164	9.246	.275**	.448**	.244**	.319**	-0.047	0.046	.147*	.178**	0.059	.140*	.132*	.339**	1
14	Social Norm	70.548	6.705	.225**	.335**	.304**	.311**	0.046	0.096	.135*	.280**	.130*	.165**	.124*	.351**	.578**

Note * p<.05; ** p<.01

Table 11 Mean, Standard deviation, Correlation coefficients in other status staffs (N=139)

	Variables	Mean	SD	1	2	3	4	5	6	7	8	9	10	11	12	13
1	Direct social responsible behavior	47.108	7.230	1												
2	Indirect social responsible behavior	51.892	9.487	.517**	1											
3	Attitude towards CSR behavior	82.245	7.034	.417**	.219**	1										
4	Attitude towards CSR project	76.856	6.564	.274**	.432**	.464**	1									
5	Attitudinal gratefulness	71.576	7.474	-0.121	0.04	0.053	-0.046	1								
6	Organizational pride	86.777	11.049	0.029	0.153	-0.002	0.031	.347**	1							
7	Organizational image	74.612	6.938	0.113	0.128	0.124	0.082	.286**	.463**	1						
8	Job satisfaction	67.367	5.651	0.151	0.145	.199*	0.129	0.004	.389**	.410**	1					
9	Misconception of CSR	36.295	8.768	.294**	0.018	.414**	.206*	-.214*	-0.104	0.078	.257**	1				
10	Core self-evaluation	47.626	4.665	0.007	-0.019	.218*	0.104	0.024	0.063	0.118	.172*	0.114	1			
11	Materialism	34.043	10.517	.253**	0.144	0.116	.197*	-0.156	-0.007	0.058	.216*	.227**	0.146	1		
12	Perceived organizational support	57.187	5.799	0.046	0.096	0.053	0.091	-0.027	0.046	.260**	.252**	.240**	.314**	.178*	1	
13	Perceived supervisory support	77.468	9.798	.401**	.548**	.246**	.330**	-0.095	0.115	.185*	.382**	0.128	0.139	0.129	0.146	1
14	Social Norm	68.914	6.781	.215*	.320**	.327**	.252**	0.084	.185*	.224**	.266**	.169*	0.152	0.129	.168*	.326**

Note * p<.05; ** p<.01

Table 12 Multiple regression analysis on direct social responsible behavior predicted by psychological trait and situational factor

Group	No. of cases	Group 1: Psychological trait (1-3)			Group 2: Situational factor (4-6)			Group 3: Psychological trait and situational factor (1-6)			% of Difference
		%Prediction	Predictors	Beta value	%Prediction	Predictors	Beta value	%Prediction	Predictors	Beta value	
Total	431	8.90	3,1	.23,.16	11.80	5	.34	17.70	5,3,1,2	.30,.20,.13,-.09	5.90*
Male	105	24.30	3,1,2	.42,.22,-.19	20.00	5	.45	37.70	5,3,1,2	.38,.37,.18,-.24	9.40*
Female	326	5.50	3,1	.16,.14	8.50	5	.28	12.10	5,3,1	.25,.13,.12	3.60
Junior	206	11.50	3	.30	14.90	5	.37	22.10	5,3	.32,.22	7.20*
Senior	206	6.60	1	.22	10.40	5,6	.20,.18	15.80	5,1,6	.20,.17,.16	5.40*
Short duration	124	13.30	3	.30	11.30	5	.33	19.70	5,3,2	.29,.28,-.13	6.40*
Long duration	125	7.10	1	.22	10.80	5,6	.24,.16	16.40	5,1	.27,.19	5.60*
Front line	205	12.60	3	.33	17.30	5	.40	25.50	5,3	.35,.25	8.20*
Back office	130	9.70	1,3	.20,.19	12.10	5	.33	18.80	5,1	.31,.21	6.70*
Single status	263	6.90	3	.23	8.20	5	.27	23.70	5,3	.25,.20	15.50*
Other status	139	12.60	1,3	.25,.20	16.90	5	.40	26.10	5,1,3	.35,.21,.16	9.20*

Note: All beta values were statistical significance at the level of 0.5; * Difference was at least 5%.Predictors

1 =	Misconception of social responsibility	3 =	Materialism	5 =	Perceived supervisory social support
2 =	Core self-evaluation	4 =	Perceived organizational support	6 =	Social Norm

Table 13 Multiple regression analysis on indirect social responsible behavior predicted by psychological trait and situational factor

Group	No. of cases	Group 1: Psychological trait (1-3)			Group 2: Situational factor (4-6)			Group 3: Psychological trait and situational factor (1-6)			% of Difference
		%Prediction	Predictors	Beta value	%Prediction	Predictors	Beta value	%Prediction	Predictors	Beta value	
Total	431	2.90	3	.16	24.30	5,6	.42,.11	24.20	5,6	.43,.11	0.10
Male	105	7.10	3	.26	35.80	5	.58	37.60	5	.58	1.80
Female	326	2.00	3	.12	19.40	5	.43	20.30	5	.43	0.90
Junior	206	6.40	3	.23	28.10	5	.53	31.60	5,3,1	.51,.13,-.14	3.50
Senior	206	3.00	-	-	19.10	5	.41	19.50	5	.41	0.40
Short duration	124	7.90	3	.26	27.10	5,6	.40,.15	32.00	5,3,6,1	.38,.19,.16,-.13	4.90
Long duration	125	3.00	-	-	20.20	5	.43	21.40	5	.43	1.20
Front line	205	4.80	3	.21	23.10	5	.47	26.00	5	.47	2.90
Back office	130	3.60	-	-	34.20	5	.58	35.30	5	.58	1.10
Single status	263	3.90	3	.17	21.00	5	.45	23.00	5,3	.43,.12	2.00
Other status	139	2.30	-	-	32.20	5,6	.50,.16	34.90	5,6	.50,.16	2.70

Note: All beta values were statistical significance at the level of 0.5; * Difference was at least 5%.Predictors

1 =   Misconception of social responsibility   3 =   Materialism   5 =   Perceived supervisory social support
2 =   Core self-evaluation   4 =   Perceived organizational support   6 =   Social Norm

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Table 14 Multiple Mean Comparisons of DV by IV1 and IV2 (Indirect Participative CSR behavior: ICSR)

F = __3.89__   MS = ____77.83_____ N = __431_____

Gender	Status	n	code	Mean(SE)	21	12	11
Male	Single	51	11	57.940	5.561	7.68*	11.115*
Female	Single	150	21	52.379		2.119	5.554*
Female	Others	143	22	50.260			3.435*
Male	Others	94	12	46.825			

Note* Significant .05

Table 15 Multiple Mean Comparisons of DV by IV1 and IV2 (Indirect Participative CSR behavior: ICSR)

F = __3.89__   MS = ___77.83_____ N = __431____

Ages	Status	n	code	Mean(SE)	22	21	12
Less	Single	177	11	58.333	5.42*	6.346*	14.158*
Much	Others	108	22	52.912		0.925	8.735*
Much	Single	78	21	51.987			7.812*
Less	Others	24	12	44.175			

Note* Significant .05

Table 16 Multiple Mean Comparisons of DV by IV1 and IV2 (Attitudinal gratefulness)

F = _____. MS = _73.862_____N = __431____

Gender	Ages	n	code	Mean(SE)	21	12	11
Female	Much	143	22	71.875	0.59	0.696	6.806*
Female	Less	150	21	71.285		0.106	6.216*
Male	Much	44	12	71.179			6.11*
Male	Less	51	11	65.069			

Note* Significant .05

Table 17 Multiple Mean Comparisons of DV by IV1 and IV2 (Perceived Supervisory Social support: SS)

F = __3.89_____ MS = _81.219_____N = _431____

Ages	Status	n	code	Mean(SE)	22	21	12
Less	Single	177	11	82.945	3.992*	5.858*	11.045*
Much	Others	108	22	78.953		1.865	7.053*
Much	Single	78	21	77.088			5.188*
Less	Others	24	12	71.900			

Note* Significant .05

Table 18 Multiple Mean Comparisons of DV by IV1 and IV2 (Social Norm)

F = __3.89__ .MS = __45.535__ N = __431__

Ages	Status	n	code	Mean(SE)	22	21	12
Less	Single	177	11	71.637	1.838	2.323	5.662*
Much	Others	108	22	69.799		0.485	3.824*
Much	Single	78	21	69.314			3.339
Less	Others	24	12	65.975			

Note* Significant .05

Table 19 Multiple Mean Comparisons of DV by IV1 and IV2 (Materialism)

F = __3.89__ MS = __94.328__ N = __431__

Ages	Experience	n	code	Mean(SE)	21	22	12
Male	Less	42	11	40.057	2.724	4.566*	7.52*
Female	Less	128	21	37.333		1.842	4.796*
Female	Much	90	22	35.491			2.954
Male	Much	37	12	32.537			

Note* Significant .05

BIOGRAPHY

NAME   Mr. Soranat Muangkhot

ACADEMIC BACKGROUND   Bachelor's Degree of Science with
                                        Management Technology from
                                        Thammasat University, Pathumthani
                                        Province, Thailand 2005

                                        Master's degree in art Degree field of
                                        study International Relations at
                                        Chulalongkorn University,
                                        Bangkok, Thailand 2011.

EXPERIENCES   2016- the present Station Trainee and
                                        Flight Manager at Thai Airways
                                        Company Limited.

                                        2013-2016 International & Provincial
                                        Stations Departments at Thai Airways
                                        Company Limited.

                                        2009-2012 Sales & Purchasing Ground
                                        Handling Marketing Department at Thai
                                        Airways Company Limited.

                                        2006-2008 Ground Services Agent at Boarding
                                        Gate at Thai Airways Company Limited.