

The Effect of Consumer's Personality and CSR Activities on Customer's Perception, Perceived Motive, Corporate Image, and Purchase Intention: a Case Study on Petroleum Companies in Thailand

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Abstract

Corporate Social Responsibility (CSR) is the concept of continuing commitments from business corporations to ensure ethical economic development and contribution to societal welfare. Previous research studies have shown that there are benefits from being socially responsible by engaging in or implementing CSR activities. In order to ensure an effective and successful CSR implementation, influential factors of CSR implementation should be explored. The main objective of this study is to investigate how consumer's personality and CSR activities influent consumer's perception, perceived motive, corporate image, and purchase intention. Our expectation is to determine how personality of consumers and each CSR activity have an effect on perceptions

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toward CSR activities. Thus, positive perceptions toward CSR activities affect company motives as perceived by consumers, corporate image and purchase intention of product and services. Petroleum companies (gasoline companies) are at the focus of this study due to high expectations in environmental issues from the various stakeholders of the companies. The paper-based questionnaires were distributed to 342 respondents who own a car and purchase gasoline frequently. The results were analyzed using Structural Equation Modeling (SEM) in order to prove the hypotheses. The results of this research found that the CSR activities are the key determination on creating favorable perceptions.

Keywords: *Company Motive, Consumer Personality, Consumer Perception, Corporate Image, Corporate Social Responsibility,*

ผลกระทบจากปัจจัยด้านบุคลิกภาพของผู้บริโภคและ กิจกรรมธรรมาภิบาลต่อความเข้าใจของผู้บริโภค แรงจูงใจ ภาพลักษณ์องค์กร และเจตนาในการซื้อ: กรณีศึกษาบริษัทน้ำมันในประเทศไทย

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บทคัดย่อ

กิจกรรมบริษัทบริหาร หรือ CSR นั้น เป็นหลักการของการที่บริษัทได้เลือกที่จะยึดมั่นในการพัฒนาสังคมและจรรยาบรรณในการทำธุรกิจอย่างต่อเนื่อง ผลงานวิจัยก่อนหน้านี้พบว่า บริษัทที่มีการประยุกต์กิจกรรมด้านบริษัทบริหารมาใช้นั้นจะพบกับประโยชน์ในหลาย ๆ ด้านต่อบริษัทเองและต่อสังคม (การประยุกต์หรือจัดทำกิจกรรมบริษัทบริหารให้ประสบความสำเร็จนั้น จำเป็นต้องเรียนรู้และศึกษาผลกระทบจากปัจจัยต่าง ๆ เป้าหมายหลักของบทความนี้ก็คือเพื่อที่จะศึกษาถึงปัจจัยต่าง ๆ ที่มีผลต่อการประยุกต์หรือจัดทำกิจกรรมบริษัทบริหาร โดยเฉพาะปัจจัยด้าน บุคลิกภาพของผู้บริโภค และ กิจกรรมบริษัทบริหาร ที่มีต่อมุมมองที่มีต่อกิจกรรมบริษัทบริหาร และ ส่งผลกระทบอื่น ๆ ที่จะเกิดขึ้นตามมา เช่น แรงจูงใจในการทำกิจกรรมบริษัทบริหาร เจตนาการซื้อ และการประเมินบริษัท นั้นเอง อุตสาหกรรมที่ได้เลือกมาศึกษาในบทความนี้คืออุตสาหกรรมน้ำมันปิโตรเลียม เนื่องจากเป็นหนึ่งในอุตสาหกรรมที่มีผลกระทบต่อสังคม สิ่งแวดล้อม เศรษฐกิจมากที่สุดทั้งโดยตรงและทางอ้อม แบบสอบถามได้ถูกจัดทำขึ้นเพื่อใช้ในการทดลองทฤษฎีในบทความนี้ และใช้โปรแกรมทางสถิติศาสตร์ (Structural

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คำสำคัญ: แรงจูงใจของบริษัท บุคลิกภาพของผู้บริโภค มุมมองจากผู้บริโภค ภาพลักษณ์
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Introduction

Businesses in any industry are expected to behave socially and have concerns beyond making a profit only. Being socially responsible does not mean responsible only to those who are involved with a corporation or its stakeholders but also to those who are indirectly involved, such as society, community, and even business competitors. Social responsibility is a concept that changes the world to be a better place. CSR is not just making a contribution to society without creating any sustainability. Information disclosure from a company, presenting the social contributions to society, and participating in donations and events occasionally, with no sustainability is inadequate and contradictory with the real meaning of CSR which is to create commitment to society continually. Long-term commitment to society is essential in CSR engagement but there is doubt among businesses on benefits they gain from doing CSR besides in contributing to good causes in society. Much research has focused on how implementing CSR affects other factors such as financial performance, firm performance, relationship with stakeholders, relationship with consumers, or even employee commitment and satisfaction. Many business owners or managers want to know whether doing CSR or engaging in CSR activities will increase the consumer's purchase intention or not. Also, they want to know how they are perceived or evaluated by consumers if they engage in CSR activities. Besides looking at how consumers behave according to CSR this research wants to investigate how the personality of consumers affects the level of perception on CSR activities. This will lead to better CSR management and help a business or company identify its course of action in implementing CSR.

Literature Review

Corporate Social Responsibility

Corporate Social Responsibility (CSR) is the concept of integrations between business and society rather than distinct entities (Wood, 1991). Being socially responsible is the appropriate practice in any corporation. Corporate social responsibility involves being responsible to workplace (employees), marketplace (customers, suppliers), environment and community, being ethical, and observing human rights (CSR Europe). CSR can be viewed in many different ways depending

on the particular corporate economic perspective. The neo-classical perspective mainly focuses the social responsibility on provision of employment and payment of taxes; this type of view is best at maximizing shareholder value (Milton, 1962). Other alternative perspectives, such as political and non-economic views, tend to focus on moral and ethical issues. In addition, the corporation that truly is responsible to society is the corporation that helps in solving social problems regardless of whether or not it created the problem and even if there are no long-run and short-run potential profits (Holmes, 1976). In summary, CSR is the continuing commitment of a business to behave ethically and contribute to economic development while improving its workforce and their families as well as the local community and society at large.

CSR is not a new concept; the responsibility to society has been discussed since the 1960s. People are more aware of the impacts and incidents that can harm society by doing business recklessly. An example of business operating recklessly is producing defective or dangerous products such as the Chinese contaminated infant milk incident in 2008 which was followed by a massive product recall by the government. Another example of a defective product is the flaw in the signal antenna for the new iPhone4, for which Apple Company had to show their responsibility by launching new software updates and designing a new iPhone4 case that fixed the flaw. There is also a theory called stakeholder theory (Freeman, 1984) which states that firms have to realize that their business activities can have an impact directly/indirectly to society, which is considered as one of the stakeholders. Although the CSR concepts have become well-known, many researchers have tried to define CSR but there is still no general definition for the concept. Generally, CSR is considered as a necessity to business organizations, not a choice (Moir, 2001; Valor, 2005). The implementation of CSR vastly increased when the world business became more globalized. Corporations have to take the pressure from both intense business competition and from social performance expectations from stakeholders (Porter and Kramer, 2006, 2002; Crawford and Scaletta, 2005; Salzmman et al., 2005; Meehan et al., 2006; Kotler and Lee, 2005; Windsor, 2006).

Advantages of Corporate Social Responsibility

“Does CSR really create a benefit to a corporation?” This is example of a frequently asked question on the CSR concept. The reason is that at the early stages of CSR people, especially investors and shareholders, ranked the economical perspective higher than social and environmental perspectives. Doing CSR activities has a significant opportunity cost which is why, in the early period, CSR researchers were mainly focusing on determining profit and business performance improvements gained from doing CSR (Porter and Kramer, 2006). Implementing CSR with an aim to improve social performance and business related performance can be considered as strategic CSR (Lantos, 2001; Porter and Kramer, 2006; Crawford and Scaletta, 2005; Salzmänn et al., 2005). The advantage of CSR is not just making profit or better social performance, but CSR also positively affects various firm performances such as firm reputation (Turban & Greening, 1996), consumer satisfaction (Luo & Bhattacharya, 2006), employee attractiveness (Backhaus, Stone, & Heiner, 2002; Turban & Greening, 1996) and commitment of employees toward the firm (Peterson, 2004). Moreover, consumers are willing to pay a higher price for products or services from an ethical company which is doing CSR activities (Creyer & Ross, 1997). In addition, engaging in CSR activity can also result in better perceived image of company and greater company image among consumers (Sen and Bhattacharya, 2001).

Corporate Social Responsibility in Thailand

Both the private sector and the government sector in Thailand have become aware of the importance of CSR, paying more attention in creating commitment to society and environment. The evidence of this awareness is shown by the many corporations that have received best-practices CSR awards in the past few years. Additionally, organizations such as the Corporate Social Responsibility Institute of Thailand (CSRI) supported by Stock Exchange of Thailand (SET) promote the social and environmental commitment among businesses, facilitate businesses in doing CSR, and assist in the integration of business and society sustainability. There are many important corporations and financial institutions in Thailand participating in being socially and environmentally responsible. A survey conducted by Kenan Institute of Asia and DPU International College on consumer's attitudes towards

companies doing CSR found that 60% of consumers are willing to purchase products provided by companies with responsible commitment to society, environment, safety of consumers & employees, or philanthropy. The survey also showed that 59% of consumers are willing to pay premium prices for products from CSR companies, 73% will choose to purchase products from a company that makes less impact to the environment, and 87% will recommend products/services of such companies to their relatives or friends. In conclusion, if consumers are aware of CSR engagement from companies, they are likely to appreciate the creditability of that particular company, which results in better sales, consumer perceptions, and brand loyalty.

Unfortunately, CSR implementations mostly exist in large corporations only. For small-to-medium size enterprises (SMEs), the level of CSR engagement and implementation is still low or ineffective. The main reasons are that most of the guidelines and implementation processes are designed for large scale enterprises or corporations and are not suitable for SMEs. The limited resources of SMEs are also a restriction in doing CSR. Therefore, SMEs in Thailand normally act under the law and regulations rather than actively initiate CSR. Moreover, SMEs are unsure of possible profits they will gain from implementing CSR. Even though the SMEs managers agree that CSR is part of doing business and support implementing CSR, SME managers who implemented CSR have claimed that there is no increase in firm performances from doing CSR (Jarutirasarn and Aiyeku, 2010).

At this point, based on previous evidence that has shown the benefits of CSR activities among consumers it can be seen that the perceived CSR activity and engagement among consumers can generate benefits for the company. It is worthwhile to understand the influences of any factor that can affect perceptions toward CSR activities. This study has selected consumer personality and CSR activities, company motivations, corporate image and purchase intentions.

CSR Activities

CSR activities can be categorized in many different ways depending on the authors and their own perspectives. Katja (2009) categorized CSR activities based on the consumer point of view; corporate perceived ethically (CPE). CSR was classified

into six domains which are (1) consumers, (2) employees, (3) environment, (4) local community and economy, (5) business community, and (6) overseas community. For the consumer domain, the way corporations do business can have direct impact on consumer perceptions such as moral/immoral advertising, product quality, customer service, product safety, price and fairness. For the employee domain, the way employees are treated by a company, such as employee healthcare, safety in workplace, working hours, and compensations, can affect consumer perception toward the company. In the environment domain, consumers tend to be interested about corporate actions in preventing pollution and environmental damage, animal protection and conservation. For the local community and economy domain, community has been a core objective of many CSR programs such as sharing profit with the community, constructing foundations, contributing in charities, and supporting local institutions like libraries and schools. For the business community domain, consumers are aware of unethical business practices such as price dumping, bribery, and corruption which can lead to a negative perception among consumers. The last domain, the overseas community domain, mainly involves company operations which take place abroad such as overseas facilities' working conditions and safety, child labor, or even taking advantage of a less-developed country (Katja H.B., 2009).

An important aspect of CSR is that different CSR activities can produce different consumer behaviors. In a study constructed by Lee and Shin (2009) the authors focused their research on the consumer perception side to explore the relationship between Korean consumer awareness of CSR activities and consumers' purchase intentions. The study results show that CSR activity on social contribution and local community affects Korea consumers' purchase intention while CSR activities on corporate environmental protection and contribution have less effect (Lee K.H. and Shin D., 2009).

Sen and Bhattacharya (2001) studied consumer reactions on CSR initiatives and suggested that not all domain or initiatives of CSR are guaranteed to have successful effects on consumers. The significant effects of CSR activity depend on the CSR activities and congruence between the activity and consumers. Moreover, the authors suggest that managers should investigate the effects from each CSR

activities and select the most favorable initiatives with high level of support in order to generate the maximum benefits from doing CSR (Sen and Bhattacharya, 2001).

In terms of CSR dimensions and categorization, the study conducted by Xu and Yang (2010) explored CSR dimensions and the difference between western and eastern CSR dimensions categorization. The authors started by reviewing western literatures to list all CSR dimensions, which can be divided into 8 major categories: economic responsibility, legal responsibility, environmental protection, consumerism, shareholder interests, staff development, equality, and social donation and charity. After listing the western CSR dimensions, the authors launched a questionnaire-based study to investigate all existing CSR dimensions based on the perspective of Chinese CEOs. The results came up with 9 CSR dimensions which are economic responsibility, legal responsibility, environmental protection, customer orientation, people focused, charity, employment, good faith, and social stability and progress. The authors determined that 6 of the Chinese CSR dimensions are similar and common to western CSR dimensions. However, the additional 3 dimensions that are unique are employment, good faith, social stability and progress. Xu and Yang results show the general idea of the categorization of CSR dimensions. Therefore, this study has selected 6 common CSR dimensions to ensure neutrality of the results. Those selected dimensions are economic responsibility, legal responsibility, environmental protection, customers, employees, and social donation and charity (Xu and Yang, 2010).

Consumer's Personality and CSR

Personality is frequently selected as one factor that can reflect or describe a consumer's individual characteristics. The classification of personality traits are varied depending on the author. According to Siddiqui (2011), the traits consist of 30 sub-personality types that can be grouped into 5 main-personality types, which consist of neuroticism, extraversion, agreeableness, conscientiousness and openness. Therefore, understanding personality traits of consumers helps maintain a good relationship with them and also better management. According to Basil and Weber (2006), there are 23 personality traits: adventurous, ambitious, athletic, caring, competitive, creative, down-to-earth, family-oriented, generous, independent,

intellectual, leader, loyal, outgoing, practical, religious, responsible, romantic, sophisticated, spiritual, stylish, trendsetter, and youthful. The authors' study mainly focused on how personality traits have an effect on consumer's prosocial behavior (behavior of benefit to someone or something other than oneself) (Batson, 1998) and how those behaviors influence consumer response toward CSR activity. Among various types of prosocial behavior, the authors focused on two major types of behavior which are altruism (concern for others) and egoism (concern for appearance) (Basil and Weber, 2006).

Altruism is a desire or motivation to increase the welfare of someone else (Batson, 1998). Basil and Weber study indicates that altruistic types will possess prosocial behavior in volunteer form and are most likely to support CSR. Altruistic personality traits include caring, generous, family oriented, and loyal (Basil and Weber, 2006).

Based on authors literature review, egoism is a desire or motivation to increase the welfare of oneself; authors indicate that a person who is egoism motivated will possess prosocial behavior because such behavior can enhance and protect their ego, self-evaluation, and satisfies their self-esteem. Moreover, helping others is considered as the normal behavior. Therefore, egoism motivated persons have prosocial behavior so that they will be not perceived negatively by others. Such people will support a CSR activity to create positive appearance and avoid negative perceptions from others. Examples of egoistic personality traits are stylish, trendsetter, and sophisticated. According to what authors have found, both altruism and egoism motivation do have effects on how individuals respond to CSR activity and their purchase intention as well (Basil and Weber, 2006).

However, some of the personality traits Basil and Weber (2006) exclude from their research possibly affect attitudes toward CSR activities, such as responsible and spiritual. Spiritual is selected as a posited factor in indicating attitudes toward CSR among business students, according to Kolodinsky et al. (2009). The author explores possible predictors of CSR attitude such as ethical ideologies (idealism and relativism) and student's personality (spirituality and materialism). Based on the study, spirituality was defined as intrapersonal relationship with transcendent force

which creates motivation, purpose, and a sense of connectedness among spiritualists. How spirituality can affect CSR attitudes is based on research by Giacalone and Jurkiewicz (2003b), which found that spirituality was a significant factor that influences individual perception on ethical/unethical business practice. Spirituality was also indicated as one of the factors that can affect consumer decisions (Giacalone et al., 2005). Therefore, many authors suggest spirituality as a predictor that most likely has a positive relationship with attitude toward CSR activities because spiritualists possess ethics of care and will tend to support favorably any corporate activity beyond just financial goals. Examples include activities that promote communities wealth, educational program, philanthropy and charity (Kolodinsky et al., 2009). However, based on author findings, spirituality was not a significant predictor for attitude toward CSR among students. That is the reason why spiritual will be included into this study; we would like to investigate and to identify its effects among consumers and their attitude toward CSR activities.

This study will attempt to confirm the findings from original authors on both altruism and egoism in a Thailand context, especially in Petroleum industry.

Motivation of CSR Activity Engagement

Based on previous CSR research, motivations play an important role in CSR-related decision making. Campopiano, De Massis, and Cassia (2012) conducted literature-based research to consolidate the knowledge about motivations and its effect. What they discovered is that a difference in motivations can lead to CSR activities from a company. Earlier, motivations of CSR activities were divided into 5 main categories: image creation, enlightened self-interest, legal compliance, violence prevention, and profit (Buehler and Shetty, 1974). However, the categorization of motivations behind CSR activity was redefined by modern researchers. According to Bronn and Vidaver-Cohen (2009), motivations divide mainly into two groups which are morals (ethical) and economics (instrumental). Morals motivation is based on the idea that business has an ethical duty or commitment to pay back to the society via charity or philanthropy to achieve sustainability. Economics motivation is the belief that CSR activity will create some kind of competitive advantage, opportunities to generate more profit, satisfied stakeholders, and avoidance of

restrictive regulations. Authors also discovered the top three motivations behind CSR activity by surveying a Norwegian company. The top three motivations are improvement of company image, to be recognized as moral leadership, and long-term company interest (Bronn and Vidaver-Cohen, 2009). The limitation about motivation is that it is difficult to obtain the true motivation of a CSR manager or company and their true intentions of CSR. Moreover, there is no congruence in findings about the motivation for CSR activities (Campopiano, De Massis, and Cassia, 2012).

Perceived motivations by stakeholders can have an effect on the stakeholder. In this case, an employee's perceived motives in engaging in CSR activities or initiatives can affect the employee's behavior. Trust-commitment theory can be used to explain shared values between organizations and employees. Those values can be integrity of CSR activities and reliability of company, which will lead to better employee self-perception. If the sincerity is perceived or sensed by employees, a feeling of sympathy for the company is established. But the results will be the opposite if insincerity is being perceived instead (Alfaro-Barrantes, 2012). Employees may not feel sympathy and might penalize if they suspect the true intention or motivation behind CSR activities to be ulterior (sales promotions, increase publicity). Furthermore, if other employees perceive ulterior motives behind CSR activities, the company will damage its own credibility and reputation (Menon and Khan, 2003). At this point, the question is what will motivations of engaging in CSR activity do to other stakeholders, especially on the customer side (consumers).

Corporate Image

According to Sen and Bhattacharya (2001), both company ability and CSR have a positive influence on perceived company image. Consumers will evaluate corporations associated with CSR as having a better image, favorable reputation and enhancing trustworthiness. The reason is that social performance is one of the main factors that can create a good reputation (Sen and Bhattacharya, 2001). Another aspect that is relatively similar to corporate image is corporate image. According to Kim et al. (2011), image is an idea or a picture people have in mind. Corporate image can reflect an individual impression of company products, services, or even brands value. A better perception towards CSR activity results in a more favorable

corporate image and other consumer behaviors like repurchase intention as well (Kim et al., 2011)

Dutta and Singh (2013) also studied the relationship between perception of CSR activities and corporate image by focusing on how perception of CSR activities affects retailer image and purchase intention of products in India. The results suggest that awareness of CSR activities do have an influence on Indian customer's perception, especially corporate images. The analysis of factors suggests that better perception of CSR activities has positive effect on corporate images. In other words, customers will evaluate retailers positively if they perceived or were aware of CSR activities. Moreover, the authors also suggest that companies should highly publicize or disclose their CSR initiatives.

Purchase Intention

Shelley (2008) suggests that company CSR activities do affect purchase decisions and recommend that companies publicize their CSR activity. Moreover, the author suggests that better understanding (more knowledge) about CSR activity will definitely lead to a favorable perception of the company. Finally, awareness and understanding about CSR activity strongly leads to better perception toward corporations and, subsequently, stronger purchase intentions (Shelley, 2008). Moreover, Lee and Shin (2010) suggests that there is a relationship between Korean consumer awareness of CSR activities and consumer purchase's intention.

Another research that supports the relationships between perceptions of CSR activities and purchase intentions is a study by Dutta and Singh (2013). Authors of the research suggest that perception of CSR activities can have an effect on customer's purchase decision. CSR activity creates moral consciousness and strong feelings of commitment toward the retailers among customers, which can result in purchase intentions. Moreover, better perception of CSR activities creates some kind of reinforcement to purchase intentions (Dutta and Singh, 2013).

Consumers-perceived Motives of CSR Activity and Corporate Image

CSR activity is popular among company with bad reputations (e.g. tobacco companies and petroleum companies) as a solution for restoring company reputations and images. But not all bad reputation companies attempting CSR implementation succeed in restoring images and reputations. Some bad reputation companies have experienced a negative effect (backfire effect) on the company itself (Arnold, 2001). One of the factors that caused negative effect is motives. Sincere motives play an important role in indicating the effectiveness and benefit of CSR activity engagement. Based on consumer behavior theory, if there is suspicion as to the true motives or a sense of any insincerity behind CSR activity from companies, the result is ineffectiveness of CSR activity and subsequently a negative effect to images. According to author findings, inferred motives, both sincerity and insincerity, have a strong relationship with corporate image as mediating factors. Sincere motives can reduce or negate any negative effect caused by any other factors. Author conclusions are that CSR activity is most effective when suspicion of insincere motives is low. Moreover, CSR activity will have a negative impact on the company itself if an insincere motive is perceived (Yoon, Gurhan-Canli and Schwarz, 2006).

More evidence that highlighted the effect of motives in doing CSR on corporate image is shown in the study by Kim and Lee (2011). Their research mainly focused on socially stigmatized industries such as tobacco, beer, or fast food by studying what are the consumer perceived motives behind CSR initiatives between firm-serving motives and public serving motives among socially stigmatized companies. Moreover, they considered how perceived motivations influence corporate image such as trustworthiness. The results show that the consumers will not penalize the company when they perceived firm-serving motives as long as they perceived public-serving motives as well. So, it is important to deliver sincere CSR initiatives to achieve better CSR management (Kim and Lee, 2011).

Unfortunately, the actual motives behind CSR campaigns remain unknown but what we can learn is whether consumers regard the motive as altruism or just for marketing purposes. In the case of alcoholic beverages the motive of advertisement

is more ambiguous than typical product-oriented advertisements (Atkin et al., 2008). If the characteristics of product and the advertisement are not congruent, there will be doubts in those advertisements or campaigns true motive, such as health promoting campaigns from unhealthy food producers such as fast food companies. Consumers will tend to perceive those advertisements or campaigns as marketing schemes more than altruism (Lee, Motion, and Conroy, 2009).

Corporate Image and Purchase Intentions

The study constructed by Lee (2010) aims to explore customer attitudinal and behavioral intentions toward CSR activities from lodging companies. The lodging industry was selected due to its issue with environmental responsibility, which is similar to that of a petroleum company in this study. Part of the study was focusing on customer behaviors and perceptions with response to CSR activities from a company, such as how they evaluate that particular company and their purchase intentions. According to the author's finding, a favorable corporate image from customers has a positive influence on customer's purchase intention. The author has analyzed several structural equation models with adjustments to those models, to ensure the accuracy of the results and to explore all possibilities. The entire model generates the results in the same direction; the standardized path coefficient between corporate image and purchase intention is around 0.40-0.50 according to the author's results. This proves that a customer's corporate image has positive effect on that customer's purchase intention (Lee, 2010). The interesting question is whether customer's corporate image will affect purchase intention in the petroleum industry for Thai consumers. That is one of the research objectives in this study.

Consumers-perceived Motives of CSR Activity and Purchase Intentions

Many studies attempt to explore the relationship between motives of doing CSR and the effect on consumers' response, such as purchase intention. According to Groza, Pronschinske, and Walker (2011), which mainly focused on attribution consumers make toward released CSR initiatives, those attributions are consumer's perceived motives toward CSR activities. They classify motives as a moderating factor on consumers. Based on the author's literature review, different attribution (motives)

can directly affect consumers' purchase intention and recommendation. Three specific types of attribution (motives) were selected in the study: value-driven, strategic driven, and stakeholder-driven (Groza, Pronschinske, and Walker, 2011). Ellen et al. (2006), describes each of motives. Value-driven motive refers to the motivation or belief that CSR is truly the right thing to do. Strategic-driven motive refers to implementing CSR as a strategy to achieve a company's goal, such as increased sales. Lastly, stakeholder-driven motive refers to CSR engagement resulting from stakeholder pressures. Certain attributions (motives) have a direct effect on consumer behavior, especially purchase intentions (Ellen et al., 2006).

In this study, a different approach is selected to investigate the influential effect from motives from doing CSR activity. Motives in this case are altruistic motives, adapted from advertising motives (Atkin et al., 2008).

Hypotheses

Consumer's Personality and Consumer's Perception on CSR Activity

According to Basil and Weber (2006), Altruism and Egoism personality traits do have an effect on consumer's response toward CSR, but in a different way. Based on Basil and Weber (2006), the study confirmed that altruistic people significantly value others' benefits before themselves, truly appreciate CSR activities, and tend to purchase the products that linked to CSR. Interestingly, egotistic people also appreciate CSR activities, but for a different reason. Since they are more concerned about their own appearance, they believe that supporting CSR can improve their social status and appearance. Therefore, based on altruism and egoism theory, consumers who possess personality traits that contain altruism and egoism prosocial behavior will have positive responses toward CSR activity. Therefore, those consumers are most likely to support CSR and have better perception toward CSR (Basil and Weber, 2006).

Hypothesis 1a: The Altruistic personality trait has a positive effect on consumer's perception toward CSR activity

Hypothesis 1b: The Egoistic personality trait has a positive effect on consumer's perception toward CSR activity

CSR Activities and Consumer's Perception on CSR Activity

Different CSR activities can affect consumers and their behaviors in different ways (Lee and Shin, 2009). Based on the findings from Lee and Shin (2009), only some of the domains showed significant result (such as social and local community). Moreover, not all domains or activities of CSR are guaranteed to have successful effects on consumers' perception (such as Environmental domain). The success of CSR activity depends on the CSR activities and the congruence between the activity and consumers (Sen and Bhattacharya, 2001).

Hypothesis 2: The effect of CSR activities has an impact on consumer's perception toward CSR activity

Consumer's Perception and Company Motive

According to trust-commitment theory, shared values between organizations and stakeholders can be integral to CSR activities. Those CSR activities will definitely lead to better employee's perception. With better perception toward CSR activities, sincerity will be perceived or sensed by employees and a feeling of sympathy toward the company is established. But the results will be the opposite if insincerity is being perceived instead. Based on Alfaro-Barrantes (2012), companies that have the CSR activities, which are perceived as sincere, usually have a positive effect on their employees. The employees tend to willingly appreciate the CSR activity and willing to support the cause. We proposed that these relationships can also be applied to the relationship between organizations and other stakeholders, such as the consumers, as well.

Hypothesis 3: The consumer's perception toward CSR activity has a positive impact on perceived company motive

Consumer's Perception on CSR Activity and Corporate Image

Sen and Bhattacharya (2001) found that CSR initiative will enhance consumer perception on CSR activities. CSR does have an influence on corporate image among consumers. Companies associated with CSR are mostly evaluated positively due to perceived reputation, good image and trustworthiness (Sen and Bhattacharya,

2001). Therefore, better perception of CSR association (activity) will lead to positive corporate image. Moreover, consumers will evaluate positively if CSR activities are perceived (Dutta and Singh, 2013). By adopting the same hypothesis to the study of Petroleum industry's CSR in Thai consumer context, this study also expects the significant result.

Hypothesis 4: The consumer's perception on CSR activity has a positive relationship with corporate image

Consumer's Perception on CSR Activity and Purchase Intention

Shelley (2008) tested and confirmed that the awareness of CSR information leads to better understanding. Subsequently, this results in favorable perception towards the company, higher intention to support CSR, and increased in purchase intentions of particular products/services. Therefore, the better consumer perception gained by awareness of CSR information results in purchase intention. Moreover, perception of CSR activities results in higher purchase intention due to increased moral consciousness among consumers and commitment likelihood (Dutta and Singh, 2013). In this study, the reasons we tested this hypothesis because we wants to compare whether is direct effect perception has on purchase intention is presented or it is requires other mediating factor to achieved better purchase intention.

Hypothesis 5: The consumer's perception on has a positive relationship with consumer's purchase intention

Company Motive and Corporate Image

Sincere motives (altruism) perceived or inferred by consumers will result in better perceived images of the company by reducing or negating other negative effects that might influence corporate image (Yoon, Gurhan-Canli and Schwarz, 2006). Moreover, public-serving motives (altruism) have an influence on corporate image among consumers (Kim and Lee, 2011). Moreover, Kim and Lee (2011) found that altruism motive perceived by consumer resulted in better consumer corporate image. We adopt this hypothesis for our study of the petroleum industry and expect that the effect would be similar.

Hypothesis 6: Altruism motives perceived or inferred by consumers from company has a positive relationship with consumer's corporate image

Corporate Image and Purchase Intentions

Based on Kim et al. (2011) findings, favorable corporate image has a significant positive relationship with consumer behaviors such as their repurchase intention. In this study we want to investigate the effect corporate image has on consumer purchase intention in the petroleum industry context. We also want to confirm the similarity to repurchase intention (Kim et al., 2011).

Hypothesis 7: The consumer's corporate image has a positive relationship with consumer's purchase intention

Company Motive and Purchase Intentions

Different motives have different direct effects on consumers' purchase intention and recommendation (e.g., Groza, Pronschinske, and Walker, 2011; Ellen et al., 2006). Based on Groza, Pronschinske, and Walker (2011), three specific types of motives were selected in the study: value-driven, strategic-driven, and stakeholder-drive. In addition, we also considered other types of motives such as Altruistic motive and Egotism motive.

Hypothesis 8: Consumer's perceived corporate image has a relationship with consumer's purchase intentions

Framework

This study framework is an overview explaining all the factors in this study that have effects on consumer perception toward CSR activity and subsequently on perceived-company motivations, corporate image and purchase intentions. Those influential factors in this study are consumer's personality and CSR activities. The objective of this framework is to investigate the hypothesis testing in Thailand's consumer context on each factors presented in this study. For instance, how does consumer personality affect perception toward CSR activity? How does varying the CSR activities result in different perceptions toward CSR activity? Do favorable

perceptions on CSR activity positively influence perceived company motivations, corporate image and purchase intentions among consumers? The overall model is shown in Figure 1.

This study has classified the factors into three tiers: The first tier composed of two main factors which are consumer's personality (Altruism and Egoism) and CSR activities itself. In the first tier, we want to explore the effects of both personality and CSR activities on perception of CSR (second tier). According to our literature review, there are evidences that consumers with Altruistic personality (caring, family-oriented, generous and loyal) tends to have positive perception toward CSR activity (H1a). Moreover, differences in personality traits may result in different levels of perception towards CSR activities. Individuals who possess egoistic personality (stylish, trendsetter and sophisticated) have the tendency to support CSR activities for their personal benefits (H1b) (Basil and Weber, 2006). For CSR activities, different kinds of activities can affect consumers' perceptions and their behaviors differently (Lee and Shin, 2009). The CSR activities used in this study are adapted from the paper by Xu and Yang (2010), which mainly focused on comparison between western CSR activities and China's CSR activities. The authors have categorized all CSR activities into 6 major types, which are economic responsibility, legal responsibility, environmental protection, customers, employees, and social donation and charity (Xu and Yang, 2010). There are some evidences that the types of CSR activities can play an important role on other factors, especially perception (H2).

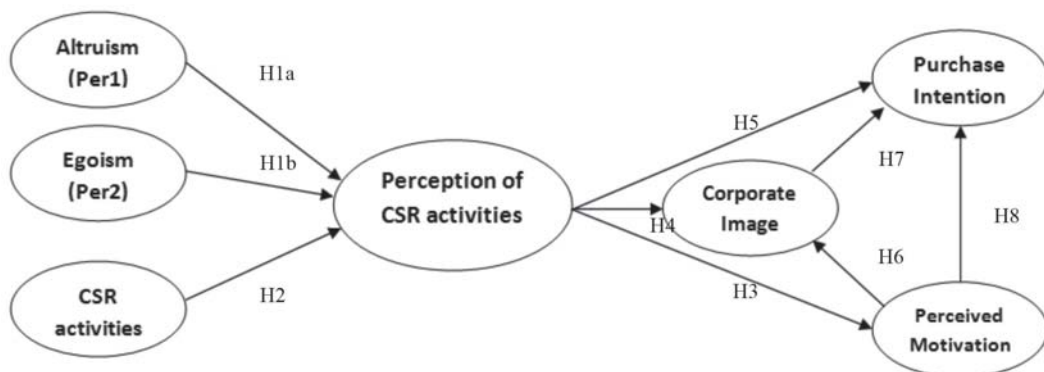


Figure 1: Conceptual Framework

The second tier has only one factor which is Perception of CSR activities. It acts as an independent variable for the first tier (H1a, H1b, and H2) and as a dependent variable for the third tier (H4-H8). Basically, the second tier factor is the mediating factor in this framework.

The third tier shows how perception of CSR activities related to three factors: perceived-company motivation (H3), corporate image (H4) and purchase intention (H5). This framework also explores whether corporate image is an important mediating factor to achieve purchase intention or with perceived motivation alone can lead to purchase intention anyway (H6, H7, and H8).

In this comprehensive framework, we intend to explore whether personalities and CSR activities affect consumers' perception of CSR activities and ultimately affect the purchase intention. In addition, we also investigate the effects of corporate image and perceived motivation on the consumers' purchase intention.

Methodology

Before launching the main questionnaire, the small pilot test was conducted with sample size of 50 respondents (N=50) to test all the constructed and measurements to see the validity and integrity of the questionnaire. After the pilot test done, there are minor revisions of the questionnaire to make the questions more accessible and understandable.

The main data were collected by paper-based questionnaire 200 samples and from internet-based another 200 samples. The location we sampling the respondents were including major department store, community mall, and University premises. By targeting people who own a car and visit gas station from time to time to purchase gasoline or petroleum products and services as our initial respondent screening process. The response rate was calculated at 85.5% (342 usable samples out of 400). The respondents were asked whether they ever heard the term "Corporate Social Responsibility" to measure their preliminary understanding of CSR. We also put the definition of CSR in the survey to ensure their understanding about CSR and answer the questionnaire correctly. Then we asked the respondents whether they ever heard about CSR activity from a Petroleum company before, to measure

the level of consumer preliminary awareness of CSR within the Petroleum industry. We also asked respondents about their perspective on CSR activity and what CSR activity should relate to in their opinions (Xu and Yang, 2010).

The next measurement is consumer personality. Personality is considered as a fundamental of psychology. The definition of personality is the inner unique characteristic that determines individual behaviors, thoughts, feeling, and even reactions to other subjects (In this case is towards CSR) (Allport, 1961). We have listed the 23 personality traits which are adventurous, ambitious, athletic, caring, competitive, creative, down-to-earth, family-oriented, generous, independent, intellectual, leader, loyal, outgoing, practical, religious, responsible, romantic, sophisticated, spiritual, stylish, trendsetter, and youthful. We asked respondents to use a 5 point Likert scale ranging from “This doesn’t describe me at all” to “This describes me very well”. With this information, we can define individual consumers and their personality trait, whether they are altruistic, egoistic, or others.

For CSR activities, respondents were asked to rate their perception on all six types of CSR activity to see consumer perceptions. The choice of CSR activity will be consisted of economic responsibility, legal responsibility, environmental protection, customer related, employee related, social donation and charity.

- Economic responsibility: can be described as a responsibility to provide valuable quality product or services, creating economic wealth, developing employee skill and provides with basic needs to all employees, and ensures sustainable growth and development of the corporation.
- Legal responsibility: a responsibility that corporation need to operate within a scope as permitted by law.
- Environmental protection: Prohibited from any acts that damage or degradation of environment. Preserved and not disturbed natural ecology.
- Customer related: Ensures good product and service quality and safety of consumer from consuming the products. Prohibited from publicize false advertisement but instead publicize any information that benefit to public.

- Employee related: Prioritize on staff health and safety. Ensures to provide any needs for staff for their skill development. Monitor staff mental health and their satisfactions. Compensate staff with reasonable and stable income.

Respondents were asked their perception on each CSR activities.

The next section is perception of consumers toward CSR activity. The respondents were asked the importance of company CSR engagement. Moreover, the favorable perception of an Petroleum company that is doing CSR activities was checked by five point Likert-scale questions as well.

Next is the perceived altruism-motive measurement. Altruistic motive is basically a self desire to work for the benefit of others, without expectation of rewards or compensation in return (Deckop, 1995). The measurement used in this study was adapted based on Atkin (2008). Originally, the author measurements were used to measure advertising motives. In this study, we adapted those measurements and used them to measure CSR activity motives. There are 3 questions measuring altruism motives "Company doing CSR activity because they truly care about social welfare", "Company doing CSR activity because they want to support environmental conservation", and "Company doing CSR activity because they want to support social responsibility (Atkin et al., 2008).

For corporate image measurement definition is basically image which all stakeholders (shareholder, customer, employee, society, etc.) perceive and view in way how corporate operate (Melewar, 2003). Respondents were asked to evaluate particular company images by using the measurement adapted from Kim J.W. et al. (2011). The questions include "company is a responsible corporation", "company is a kind company and considerate company", "company is a reasonable company", "company is a sound corporation", "company is an honest corporation", "company is a respected corporation", "company is a corporation contributing to society", "company is a corporation dedicated to realizing public interest", and "company is a corporation servicing community (Kim J.W. et al., 2011).

For purchase intention, the definition of purchase intention is basically the indication of individual's readiness to buy or purchase particular given product or

service (Ajzen, 2001). Initially, a hypothetical scenario about how petroleum “Company A” is engaging in CSR was given. Then the respondents were asked whether they have intention to buy the product. The items were adapted with few adjustments based on Prendergast and Ko study. The questions include “I will purchase product from Company A”, “I definitely will purchase product from Company A next time I need to”, “I will pay more to purchase from Company A”, and “I will switch to purchase from Company A” (Prendergast and Ko, 2010).

Results

The SPSS statistical program was used to analyze the data. Table 1 shows the descriptive statistics on demographic data and the CSR perspective among respondents.

There were 342 respondents who participated in the survey, 133 were male and 201 were female, with 6 incomplete answers. A total of 340 respondents (32.1%) are aged under 22, 144 respondents (42.1%) are between 22-34. 51 respondents (15.0%) are from 35-44, 29 respondents (8.7%) are from 45-54, and 1 respondent (0.3%) is from 55-64. Among all respondents, 219 people (64.4%) know what CSR is, while 120 people (35.3%) do not know what CSR is. Moreover, 202 people (59.4%) are aware of CSR activities from a petroleum company they used services from, but 138 (40.6%) people are not aware of those CSR activities.

The list of CSR perspectives based on Xu and Yang (2010) was used to see overall perspective from respondents. The results show the overall CSR perspective answered by respondents with mean, standard deviation, and Cronbach’s alpha of each dimension (Table 2).

Table 1: Descriptive Statistics of Demographic

Variable		Frequency	Percent
Gender	Male	133	39.1
	Female	201	59.1
Age	Under 22	109	32.1
	22-34	144	42.4
	35-44	51	15.0
	45-54	29	8.7
	55-64	1	0.3
Occupation	Entrepreneur/Freelance	55	16.2
	Government Officer	32	9.4
	Unoccupied	8	2.4
	Employee	32	9.4
	Student	201	59.1
	Other	10	2.9
Highest Education Level	Elementary School	6	1.8
	Secondary School	2	0.6
	Highschool/Vocational Certi	24	7.1
	Vocational Diploma	7	2.1
	Undergraduate	229	67.4
	Master Degree	51	15.0
Petroleum/Energy Company's Empl	Yes	25	7.4
	No	309	90.9
Know CSR	Yes	219	64.4
	No	120	35.3
Aware of CSR activity	Yes	202	59.4
	No	138	40.6

Table 2: Consumer's Perspective on CSR

CSR Perspective	Mean	Std. Deviation	Cronbach's Alpha (a)
Economic Responsibility			0.682
Create wealth and profit	3.20	.926	
Provide valuable products and services to society	3.67	.839	
Economic growth and efficiency	3.65	.800	
Ensure corporate sustainability	3.69	.766	
Legal Responsibility			n/a
Operate within the bounds permitted by law	3.79	.840	
Environmental Protection and Conservation			0.931
Not act at the expense of environmental deterioration and ecological damage	3.81	.972	
Assume responsibility for solving environmental and ecological problems	3.82	.983	
Environmental protection	3.81	.981	
Customers			0.871
Product and service quality	3.79	.868	
Consumer safety in using products	3.88	.889	
Provide no false ads, make information disclosure	3.84	.925	
Employees			0.918
Staff health and work safety	3.76	.833	
Staff skill development and training	3.73	.847	
Physical and mental health and work satisfaction	3.74	.884	
Equal development and promotion opportunities	3.63	.908	
Assurance system and stable income	3.68	.890	
Social Donation & Charity			0.897
Actively conduct charitable activities	3.65	.840	
Actively participate in charitable causes	3.66	.857	
Pay attention to underprivileged social groups	3.74	.861	
Support education, culture and arts	3.70	.816	

We have conducted the factor analysis to check the validity of factors before proceeding to model analysis. An Exploratory Factor Analysis (EFA) was performed on all 23 personality traits from original authors to confirm the categorization and independence, among Thailand consumers. Moreover, we regrouped the rest of the personality traits that original authors excluded from their research, to investigate the effects from those excluded personalities on perception of CSR activities as well. Statistical program was used in factor reduction on all 23 personality traits by varimax rotation method, as shown in Table 3. Any coefficient that is less than 0.6 will be suppressed. The 23 traits were reduced to 14 traits and categorized into 5 distinct groups of personality. However, this study will mainly focus on Altruism (Per1: Family, Generous, Caring, Loyal) and Egoism (Per2: Trendsetter, Stylish, Sophisticated). Therefore the remaining traits were excluded from the study.

Table 3: Rotated Component Matrix

Personality Traits	Component				
	1	2	3	4	5
Family	0.784				
Generous	0.782				
Caring	0.768				
Loyal	0.694				
Trendsetter		0.836			
Stylish		0.818			
Sophisticated		0.763			
Practical			0.703		
Down-to-Earth			0.695		
Responsible				0.731	
Leader				0.661	
Intellect				0.644	
Adventure					0.711
Athletic					0.708

After all personality traits have been grouped by EFA, structural equation modeling (SEM) was selected to analyze the proposed framework in this study. SEM is composed of two components: measurement model and structural model. The measurement model identifies the relationships between latent and observed variables. The structural model performs path analysis between each factor in the proposed framework.

Measurement Model

EFA was selected to test the whole framework again for reliability analysis. It is necessary to test the validity and reliability of the model before proceeding to testing relationships in the structural model (Ifinedo, 2006). Therefore, the results of measurement model will be evaluated and finalized before performing the second step, structural model analysis. The EFA model is shown in Figure 3.

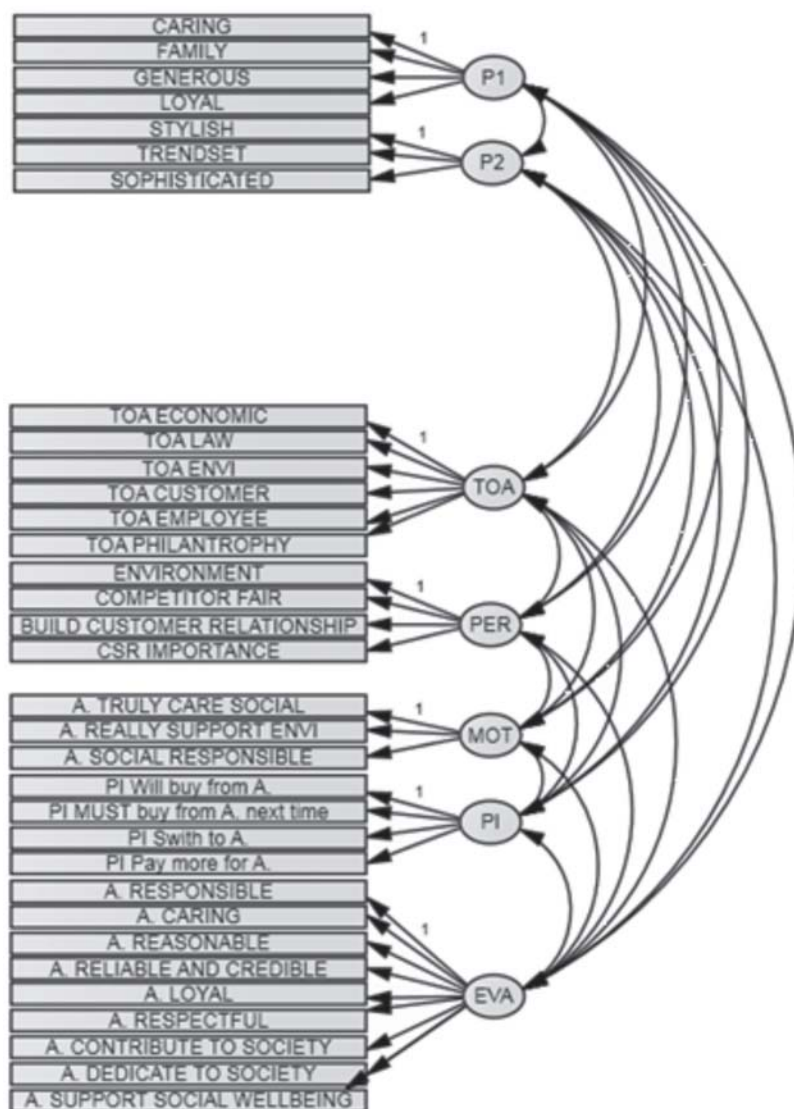


Figure 3: EFA Model

The factor analysis results of each factor in EFA model were shown in Table 4 below. Family (1.091) and trendsetter (1.052) are the most important factors in the measures of Altruism and Egotism, respectively. CSR activity relating to environmental issues (1.228) is the most important factor in the measure of CSR activities and environment (1) is the most important factor for the CSR Perception measure. The most important motive is when the company truly cares about the society (1). For purchase intention measure, consumers indicated that they would buy from the socially responsible company next time (1.11). For corporate image, the most important factor is social wellbeing support (1.091).

Table 4: Factor Analysis (EFA) Results

Observed Variables			Estimate	S.E.	C.R.	P
<i><u>Standardized Regression Weights:</u></i>						
CARING	<---	P1	0.774			
FAMILY	<---	P1	0.759	0.084	13.018	***
GENEROUS	<---	P1	0.748	0.072	12.855	***
LOYAL	<---	P1	0.649	0.069	11.226	***
STYLISH	<---	P2	0.838			
TRENDSSET	<---	P2	0.875	0.07	15.084	***
SOPHISTICATED	<---	P2	0.686	0.062	13.022	***
TOA ECONOMIC	<---	TOA	0.773			
TOA LAW	<---	TOA	0.793	0.069	15.557	***
TOA ENVI	<---	TOA	0.872	0.07	17.465	***
TOA CUSTOMER	<---	TOA	0.836	0.068	16.599	***
TOA EMPLOYEE	<---	TOA	0.712	0.071	13.692	***
TOAP HILANTROPHY	<---	TOA	0.724	0.072	13.952	***
ENVIRONMENT	<---	PER	0.734			
COMPETITOR FAIR	<---	PER	0.536	0.085	8.393	***
BUILD CUSTOMER RELATIONSHIP	<---	PER	0.585	0.093	9.056	***
CSR IMPORTANCE	<---	PER	0.628	0.094	9.599	***
A. TRULY CARES OCIAL	<---	MOT	0.848			

Table 4: Factor Analysis (EFA) Results (continued)

Observed Variables			Estimate	S.E.	C.R.	P
A. REALLY SUPPORT ENVI	<---	MOT	0.838	0.052	18.061	***
A. SOCIAL RESPONSIBLE	<---	MOT	0.788	0.053	16.644	***
PI Will buy from A	<---	PI	0.768			
PI MUST buy from A. next time	<---	PI	0.872	0.075	14.791	***
PI Swithto A	<---	PI	0.643	0.078	11.452	***
PI Paymore for A	<---	PI	0.399	0.097	6.952	***
A. RESPONSIBLE	<---	EVA	0.784			
A. CARING	<---	EVA	0.804	0.065	16.305	***
A. REASONABLE	<---	EVA	0.689	0.061	13.466	***
A. RELIABLEAND CREDIBLE	<---	EVA	0.631	0.063	12.159	***
A. LOYAL	<---	EVA	0.634	0.065	12.205	***
A. RESPECTFUL	<---	EVA	0.709	0.065	13.959	***
A. CONTRIBUTE TO SOCIETY	<---	EVA	0.816	0.065	16.631	***
A. DEDICATE TO SOCIETY	<---	EVA	0.803	0.065	16.275	***
A. SUPPORT SOCIAL WELLBEING	<---	EVA	0.813	0.066	16.544	***
<u>Squared Multiple Correlations:</u>						
A. SUPPORT SOCIAL WELLBEING			0.661			
A. DEDICATE TO SOCIETY			0.644			
A. CONTRIBUTE TO SOCIETY			0.666			
A. RESPECTFUL			0.503			
A. LOYAL			0.401			
A. RELIABLE AND CREDIBLE			0.399			
A. REASONABLE			0.474			
A. CARING			0.646			
A. RESPONSIBLE			0.614			
PI Paymore for A			0.159			
PI Swith to A			0.413			
PI MUST buy from A. next time			0.76			

Table 4: Factor Analysis (EFA) Results (continued)

Observed Variables	Estimate	S.E.	C.R.	P
PI Will buy from A	0.59			
A. SOCIALRESPONSIBLE	0.622			
A. REALLY SUPPORT ENVI	0.702			
A. TRULY CARE SOCIAL	0.72			
CSR IMPORTANCE	0.394			
BUILD CUSTOMER RELATIONSHIP	0.342			
COMPETITOR FAIR	0.288			
ENVIRONMENT	0.539			
TOA PHILANTROPHY	0.524			
TOA EMPLOYEE	0.507			
TOA CUSTOMER	0.699			
TOA ENVI	0.761			
TOA LAW	0.629			
TOA ECONOMIC	0.598			
SOPHISTICATED	0.47			
TRENDSET	0.765			
STYLISH	0.703			
LOYAL	0.422			
GENEROUS	0.559			
FAMILY	0.576			
CARING	0.599			

(***) $p < 0.001$

Structural Model

The objective of the analysis is to confirm the proposed conceptual framework. Table 5 contains goodness-of-fit values of the proposed conceptual framework. The goodness-of-fit met the fit conditions and exceeded minimum requirement. All

CMIN/DF, CFI, IFI, and RMSEA were satisfied at acceptable level of model goodness-of-fit (Hair et al., 2010). Therefore, the proposed model is an acceptable fit model. The analysis of path coefficients was continued with regards to the acceptable fit of the conceptual framework.

Table 5: Summary of Model Fit Indices from Structural Model

Fit Indices	Accepted Value	Model Value
χ^2 (Chi-square)		962.298
df (Degrees of Freedom)		472
Chi-square/df (χ^2/df)	< 3	2.039
CFI (Comparative of Fit Index)	> 0.9	0.925
IFI (Incremental Fit Index)	> 0.9	0.925
RMSEA (Root Mean Square Error of Approximation)	< 0.10	0.055

The descriptive statistic and Pearson's correlation on all observed variable in this conceptual framework which including Altruism personality (Table A1 & A2), Egoism personality (Table A3 & A4), CSR activities (Table A5 & A6), Perception on CSR activities (Table A7 & A8), Corporate image (Table A9 & A10), Perceived altruism motivation (Table A11 & A12), Purchase intentions (Table A13 & A14), and all observed variables for proposed framework (Table A15), are showed in the Appendix A.

Figure 4 shows the proposed conceptual framework and its results. By using the structural equation model program, we calculated standardized path coefficients, standard error, critical ratio, and hypothesis results which are shown in Table 20. The level of significance (α) was set at 0.05. According to Figure 4, analysis suggests that Altruism (Per 1), Egoism (Per 2) and CSR activities together can explain 72% of perception towards CSR activity's variance. For further elaboration, the factor that effect Perception of CSR activities the most was among these 3 factors is CSR activities due to its highest factor loading (0.82, $p < 0.001$). For Perception towards CSR activity can explain 46% of altruism motivation's variance. Both perception towards CSR activity and altruism motivation can explain 73% of corporate image's variance. Finally, perception towards CSR activity, altruism motivation and corporate image can explain 52% of purchase intention's variance. All standardized path coefficients on all hypotheses testing are shown in Figure 4 and Table 20.

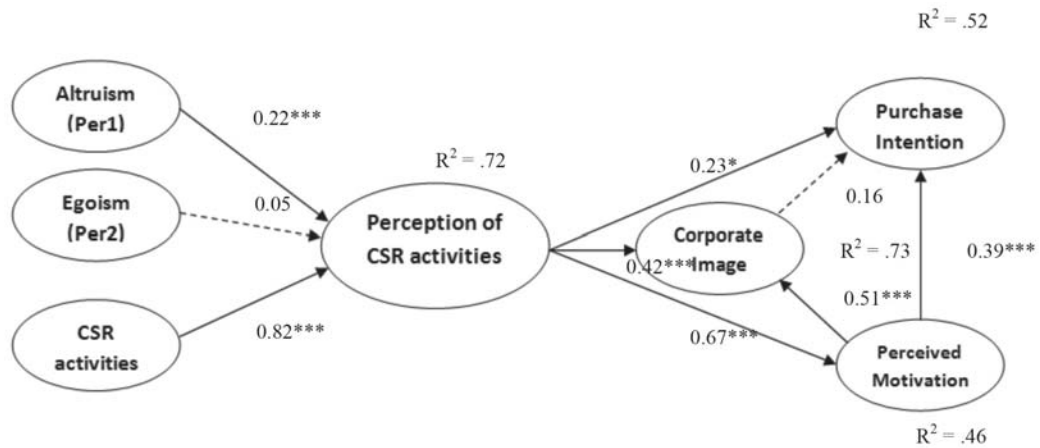
Figure 4: Standardized Path Coefficients and R^2

Table 20: Hypotheses Testing Results

Path	Estimate (β)	S.E.	C.R.	p	Results
Consumer Perception <--- Personality 1 (Altruism)	0.22	0.048	3.687	***	H1a: Accepted
Consumer Perception <--- Personality 2 (Egoism)	0.06	0.046	1.163	0.245	H1b: Rejected
Consumer Perception <--- CSR Activities	0.82	0.062	8.637	***	H2: Accepted
Altruism Motivation <--- Consumer Perception	0.68	0.142	7.552	***	H3: Accepted
Corporate Image <--- Consumer Perception	0.42	0.116	4.971	***	H4: Accepted
Purchase Intention <--- Consumer Perception	0.23	0.147	2.113	*	H5: Accepted
Corporate Image <--- Altruism Motivation	0.51	0.063	6.849	***	H6: Accepted
Purchase Intention <--- Corporate Image	0.16	0.123	1.287	0.198	H7: Rejected
Purchase Intention <--- Altruism Motivation	0.39	0.085	3.842	***	H8: Accepted

Note: β = standardised beta coefficients; S.E. = standard error; C.R. = critical ratio; * $p < 0.05$; ** $p < 0.01$; *** $p < 0.001$

For hypotheses H1a and H1b, the hypothesized relationships of all 2 distinct groups of consumer's personality between Altruism and Egoism have on perception toward CSR activity. The result shows that only Altruism that has although weak but significant influences on perception toward CSR activities ($\beta_{1a} = 0.22$, $p < 0.001$) therefore H1a is accepted. Meanwhile Egoism have no significant influences or whatsoever ($\beta_{1b} = 0.06$, $p < 0.245$) therefore H1b is rejected.

For H2 shows that perception of CSR activity is significantly influenced by CSR activities ($\beta_2 = 0.82$, $p < 0.001$), therefore H2 is accepted.

For H3 there is a significant and moderate relationship from perception on CSR activities to perceived company motivation by consumers (Altruism motivation) with high significance level ($\beta_3 = 0.68$, $p < 0.001$) therefore H3 is accepted.

For H4, the perception on CSR activity significantly has medium influence on corporate image ($\beta_4 = 0.42$, $p < 0.001$), but still is accepted due to its significance level ($p < 0.001$).

For H5, the perception on CSR activity significantly has fairly low relationship with purchase intentions ($\beta_5 = 0.23$, $p < 0.05$) but still with minimum significant level ($p < 0.05$) therefore the H5 is still partially accepted.

For H6 proposed that perceived altruism motivations have an effect on corporate image. The results show that the influences of perceived company motivation on corporate image exists with significant level and has moderate coefficient ($\beta_6 = 0.51$, $p < 0.001$) therefore H6 is accepted.

H7 proposed that corporate image have an effect on purchase intention. The results shows that the relationship corporate image had on purchase intention is fairly low and moreover not significant ($\beta_7 = 0.16$, $p > 0.05$) therefore H7 is rejected.

For H8 proposed that perceived altruism motivations have an effect on purchase intention. The results show that the effect perceived company motivations had on purchase intention is medium due to its moderate coefficients but still very significant ($\beta_8 = 0.39$, $p < 0.001$) therefore hypothesis 8 is accepted.

Beside from the direct effect, some of the indirect effects that this proposed model has revealed show sign of promising finding as well. First indirect effect that we are going to discuss is [CSR activities -> Perception of CST -> Altruism motivation]. Clearly those CSR activities significantly have medium influences to Altruism motivation as well ($0.82 \times 0.67 = 0.54$).

Another interesting fact is that, based on the conceptual framework, if the objective is to boost the purchase intention (sale boosting). The most effective way to do so is actually the longest path [CSR activities -> Perception of CST -> Altruism motivation -> Purchase Intention] by starting with CSR activities and focusing on creating favorable perception among consumer and makes them aware of your altruism motive (sincerity) on that particular CSR activity ($0.82 \times 0.67 \times 0.39 = 0.21$). Although the standardized coefficient of this path is relatively low. But it is definitely higher and more significant than the direct approach from perception straight to

purchase intention ($0.82 \times 0.23 = 0.19$). Or via mediating factor like building a good corporate image also not increase purchase intention much in this case ($0.82 \times 0.42 \times 0.16 = 0.05$). This sums up that the best way to create purchase intention is that you make to communicate altruism motive to the consumer.

Discussion

Hypothesis H1a which were accepted proposed that the altruism personality trait have a positive impact on consumer's perception toward CSR activity. The main reason for the acceptance of this hypothesis is that based on Deckop (1995), any person who possessed the Altruism personality trait tends to work for the benefit of others, without expectation of rewards or compensation in return (Deckop, 1995). This kind of desire is reinforcing them to agreed and support any CSR activity without doubts due to it can fulfill their sense of philanthropy.

Hypothesis H1b, which was rejected, proposed that the egoism personality trait (H1b) have a positive impact on consumer's perception toward CSR activity. The one of the possible reasons for the rejection of hypothesis is that the context used to measure respondent's personality may not be suitable for Thai consumer characteristics and therefore is unable to accurately determine respondent's personality effectively. Additional research on psychology and personality are needed.

According to Basil and Weber (2006), only consumers who possessed Altruism personality understand the importance of CSR and will purchase the product that linked to CSR. On the other hand, consumers who possessed Egoism personality will only purchase the product linked to the CSR if it supports their appearance. These findings also align with the results from this study which Altruism showed significant relationship (H1a accepted), while Egoism showed no significant relationship to Perception toward CSR activities (H1b, Rejected).

For hypothesis 2 (H2), CSR activities is slightly different from others in terms of perception toward CSR activity. Moreover, all CSR activities did positively influent consumer's perception on CSR activity. Based on the results, the CSR activity that has the strongest relationship with consumer's perception toward CSR activity is the environmental dimension. In contrast, Lee and Shin (2009) found that social

contribution and local community contributions affect consumer purchase intention significantly, while the environmental aspect has no significant effect on purchase intention at all. This is an interesting finding which provides conflicting result from the previous study.

For hypothesis 3 (H3), the favorable perception consumers have towards CSR activity results in better perceived-altruism motive by consumers. The consumers who have favorable perception towards CSR activity most likely will perceive altruism in company motives of doing CSR activities. The reason is that those consumers tend to have better understanding of the importance and benefits of CSR activity, plus an insight into the cost and effort required for companies to do CSR activities. This understanding makes the consumers realize what the company has to contribute in order to implement CSR activity and the trade-offs it must make for that CSR activity, thus promoting the altruistic motive of those CSR activities.

For hypothesis 4 (H4), the favorable perception consumers have towards CSR activity is reflected in their image of a company that is doing CSR. As with hypothesis 3 (H3), consumers have better understanding of the importance and benefits of CSR activity, plus an insight into the expense and required for doing a CSR activity. Consumers have a better perception towards that particular company and tend to evaluate it positively and favorably.

For hypothesis 5 (H5), perceptions on CSR activity somehow partially influence consumer's purchase intention. This means that there are possibly additional factors that also influence consumer's purchase intention other than their perceptions of CSR activity. Other possible factors might include price, quality of product or promotion. Therefore, the CSR activity and the consumer's perception of it play only a minor role in consumer's purchase decisions.

Hypothesis 6 (H6) proposed that a perceived altruism motive by consumers has a positive relationship with corporate image. The main reasons behind this relationship are that altruism reflects good deeds, charity, donations, or philanthropy. These elements can create favorable perceptions and result in favorable perceived image of the company as well.

Hypothesis 7 (H7) attempted to explore that not only perception affects purchase intention. There are also additional factors that can affect purchase intention as well, which is corporate image. Corporate image has no significant relationship to purchase intention, as well as not being a decent mediating factor between perception towards CSR activity and purchase intention (based on indirect effect). Thus, H7 is rejected.

The last hypothesis, hypothesis 8 (H8), also confirmed that there is an additional factor that can affect purchase intention, which is an altruistic motive. This motive shows a significant relationship to purchase intention as well as being a mediating factor between perception towards CSR activity and purchase intention.

Conclusions

This paper contributes to the literature in the area of the Corporate Social Responsibility (CSR) activities by exploring additional factors that are related to and influence CSR activities. The proposed framework, though with limitations, can lead to a better opportunity to understand the effects consumer's personality and CSR activities have on consumer's perception of CSR activities, and how those perceptions affect purchase intention in various ways, both directly and mediated through factors such as corporate image and altruistic motives. Most of our findings provide additional support for the previous studies with some exceptions as mentioned in the discussion section.

We acknowledged the limitations of our study. Tools and measures used in this study were adapted from several past studies in different cultural contexts. For example, Basil and Weber (2006) took place in the U.S. and the respondents are mostly Americans (only 4% are Asians). However, most of our results from all Thai respondents support the previous studies' findings. Moreover, this study is one of the first studies to specifically focus on the CSR activities of Thai firms in the petroleum industry in Thailand. Therefore, the direct comparison with previous studies in this context is not available.

It should be noted that endorsing CSR does not always be beneficial. In order to implement CSR successfully, the company must have a well-planned

strategy and cooperation from all stakeholders especially the internal stakeholders such as employees and shareholders. Since endorsing CSR activities requires capital investment and efforts, it may be quite difficult to manage (Aupperle et al., 1985). Moreover, CSR activities will not have a direct impact to financial performance and benefits may not be quantifiable (McWilliams and Siegel, 2000).

CSR is not a tool for creating a better corporate image for the public, a marketing scheme to boost sales, or advertising without actual activities. Instead, CSR should be a continuous commitment to integrate the social wellbeing and environmental protection. Understanding the effects that personality and CSR activities have on perceptions of CSR activity can help you develop effective CSR management and implementation resulting in company's competitive advantage, effectiveness, and cost reduction.

Future Research

For future research suggestion, further investigation into the effects consumer's individual personality on CSR activities should be pursued. More suitable measure under a variety of cultural context to accurately measure personality and explore its relationship with CSR activity should also be explored and studied.

Moreover, further study on the "Best Green Brands" that deliver the highest actual CSR performance as perceived by the society should give more insights into effective CSR policy and implementation practice. These will help raise the standard of CSR implementation and will benefit companies and their stakeholders. In addition, exploring cases of CSR failures can also help researchers to gain a better understanding of CSR.

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Appendix A: Result Tables

Table A1: Descriptive Statistic for “Altruism Personality” (Per1)

Descriptive Statistics

	Mean	Std. Deviation	N
CARING	3.80	.815	342
FAMILY	4.15	.907	342
GENEROUS	3.79	.780	342
LOYAL	3.86	.755	342

Table A2: Pearson's Correlations for “Altruism Personality” (Per1)

Correlations

Variables	Mean	SD	1	2	3	4
1CARING	3.80	0.815	1			
2FAMILY	4.15	0.907	.626**	1		
3GENEROUS	3.79	0.780	.574**	.529**	1	
4LOYAL	3.86	0.755	.441**	.474**	.572**	1

** Correlation is significant at the 0.01 level (2-tailed)

*Correlation is significant at the 0.05 level (2-tailed).

Table A3: Descriptive Statistics for “Egoism Personality” (Per2)

Descriptive Statistics

	Mean	Std. Deviation	N
STYLISH	3.38	.874	342
TRENDSET	3.20	.881	342
SOPHISTICATED	3.30	.860	342

Table A4: Pearson's Correlations for “Egoism Personality” (Per2)

Correlations

Variables	Mean	SD	1	2	3
1STYLISH	3.38	0.874	1		
2TRENDSET	3.20	0.881	.733**	1	
3SOPHISTICATED	3.30	0.860	.563**	.610**	1

** Correlation is significant at the 0.01 level (2-tailed)

*Correlation is significant at the 0.05 level (2-tailed).

Table A5: Descriptive Statistics for “CSR Activities”

Descriptive Statistics

	Mean	Std. Deviation	N
ECONOMIC	3.54	.854	342
LAW	3.63	.896	342
ENVIRONMENT	3.80	.930	342
CUSTOMER	3.83	.892	342
EMPLOYEE	3.65	.903	342
PHILANTHROPY	3.76	.913	342

Table A6: Pearson’s Correlations for “CSR Activities”

Correlations

Variables	Mean	SD	1	2	3	4	5	6
1ECONOMIC	3.54	0.854	1					
2LAW	3.63	0.896	.692**	1				
3ENVIRONMENT	3.80	0.930	.676**	.708**	1			
4CUSTOMER	3.83	0.892	.596**	.649**	.786**	1		
5EMPLOYEE	3.65	0.903	.566**	.509**	.558**	.582**	1	
6PHILANTHROPY	3.76	0.913	.528**	.507**	.582**	.602**	.712**	1

** Correlation is significant at the 0.01 level (2-tailed)

*Correlation is significant at the 0.05 level (2-tailed).

Table A7: Descriptive Statistics for “Perception on CSR Activities”

Descriptive Statistics

	Mean	Std. Deviation	N
CSR IMPORTANCE	3.75	.885	342
ENVIRONMENT	3.69	.835	342
COMPETITOR FAIR	3.46	.812	342
BUILD CUSTOMER RELATIONSHIP	3.60	.886	342

Table A8: Pearson's Correlation for "Perception on CSR Activities"

Correlations

Variables	Mean	SD	1	2	3	4
1CSR IMPORTANCE	3.75	0.885	1			
2ENVIRONMENT	3.69	0.835	.496**	1		
3COMPETITOR FAIR	3.46	0.812	.323**	.361**	1	
4BUILD CUSTOMER	3.60	0.886	.275**	.426**	.439**	1

** Correlation is significant at the 0.01 level (2-tailed)

*Correlation is significant at the 0.05 level (2-tailed).

Table A9: Descriptive Statistics for "Corporate Image"

Descriptive Statistics

	Mean	Std. Deviation	N
A. RESPONSIBLE	3.66	.822	342
A. CARING	3.69	.845	342
A. REASONABLE	3.58	.772	342
A. RELIABLE AND CREDIBLE	3.54	.786	342
A. LOYAL	3.47	.813	342
A. RESPECTFUL	3.62	.826	342
A. CONTRIBUTE TO SOCIETY	3.84	.857	342
A. DEDICATE TO SOCIETY	3.76	.853	342
A. SUPPORT SOCIAL WELLBEING	3.73	.865	342

Table A10: Pearson's Correlations for "Corporate Image"

Correlations

Variables	Mean	SD	1	2	3	4	5	6	7	8	9
1A RESPONSIBLE	3.66	0.822	1								
2A CARING	3.69	0.845	.750**	1							
3A REASONABLE	3.58	0.772	.561**	.581**	1						
4A RELIABLE AND CREDIBLE	3.54	0.786	.477**	.429**	.583**	1					
5A LOYAL	3.47	0.813	.488**	.491**	.509**	.629**	1				
6A RESPECTFUL	3.62	0.826	.518**	.573**	.541**	.495**	.580**	1			
7A CONTRIBUTE TO SOCIETY	3.84	0.857	.601**	.651**	.537**	.461**	.433**	.610**	1		
8A DEDICATE TO SOCIETY	3.76	0.853	.573**	.603**	.502**	.457**	.441**	.557**	.750**	1	
9A SUPPORT SOCIAL	3.73	0.865	.613**	.615**	.516**	.483**	.434**	.505**	.685**	.762**	1

Table A11: Descriptive Statistics for “Altruism Motive”

Descriptive Statistics

	Mean	Std. Deviation	N
A. TRULY CARE SOCIAL	3.48	.879	342
A. REALLY SUPPORT ENVI	3.63	.832	342
A. SOCIAL RESPONSIBLE	3.65	.838	342

Table A12: Pearson’s Correlations for “Altruism Motive”

Correlations

Variables	Mean	SD	1	2	3
1A. TRULY CARE SOCIAL	3.48	0.879	1		
2A. REALLY SUPPORT ENVI	3.63	0.832	.719**	1	
3A. SOCIAL RESPONSIBLE	3.65	0.838	.643**	.676**	1

** Correlation is significant at the 0.01 level (2-tailed)

*Correlation is significant at the 0.05 level (2-tailed).

Table A13: Descriptive Statistics for “Purchase Intention”

Descriptive Statistics

	Mean	Std. Deviation	N
PI Will buy from A.	3.49	.776	342
PI MUST buy from A. next time	3.45	.759	342
PI Swith to A.	3.25	.831	342
PI Pay more for A.	2.97	1.011	342

Table A14: Pearson’s Correlations for “Purchase Intention”

Correlations

Variables	Mean	SD	1	2	3	4
1PI Will buy from A.	3.49	0.776	1			
2PI MUST buy from A. next time	3.42	0.759	.686**	1		
3PI Swith to A.	3.25	0.831	.396**	.568**	1	
4PI Pay more for A.	2.97	1.011	.192**	.340**	.599**	1

** Correlation is significant at the 0.01 level (2-tailed)

*Correlation is significant at the 0.05 level (2-tailed).

Table A15: Pearson's Correlations for All Observed Variables in the Proposed Framework

Variables	Mean	SD	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
1CARING	3.80	0.815	1															
2FAMILY	4.15	0.907	.626**	1														
3GENEROUS	3.79	0.780	.574**	.529**	1													
4LOYAL	3.86	0.755	.441**	.474**	.572**	1												
5STYLISH	3.38	0.874	.250**	.119*	.235**	.177**	1											
6TRENDET	3.20	0.881	.133*	.008	.143*	.094	.733**	1										
7SOPHISTICATED	3.30	0.860	.174**	.0064	.153*	.109*	.563**	.610**	1									
8TOA ECONOMIC	3.54	0.854	.235**	.302**	.156**	.161**	.119*	-.0007	.181**	1								
9TOA LAW	3.63	0.896	.208**	.287**	.159*	.197**	.06	-.01	.111*	.692**	1							
10TOA ENVI	3.80	0.930	.233**	.323**	.223**	.223**	.0065	-.048	.135*	.676**	.708**	1						
11TOA CUSTOMER	3.83	0.892	.224**	.284**	.185**	.188**	.088	-.088	0.104	.596**	.649**	.786**	1					
12TOA EMPLOYEE	3.65	0.903	.327**	.299**	.260**	.273**	.161**	.025	.167**	.566**	.509**	.558**	.582**	1				
13TOA PHILANTHROPY	3.76	0.913	.298**	.319**	.241**	.241**	.051	-.013	0.092	.528**	.507**	.582**	.602**	.712**	1			
14CSR IMPORTANCE	3.75	0.885	.206**	.193**	0.1	0.044	.113*	.031	.132*	.377**	.384**	.401**	.355**	.365**	.400**	1		
15ENVIRONMENT	3.69	0.835	.150**	.274**	.158**	.118*	.102	0.021	0.095	.378**	.350**	.376**	.335**	.344**	.363**	.496**	1	
16COMPETITOR FAIR	3.46	0.812	.082	.143**	.087	.109*	.159**	.105	.124*	.184**	.277**	.221**	.159**	.194**	.189**	.323**	.361**	1
17BUILD CUSTOMER RELATIONSHIP	3.60	0.886	.231**	.248**	.195**	.247**	.130*	0.102	0.096	.331**	.345**	.287**	.253**	.269**	.324**	.275**	.426**	.439**
18A. RESPONSIBLE	3.66	0.822	.306**	.306**	.262**	.265**	.023	-.06	0.074	.445**	.406**	.512**	.506**	.471**	.473**	.288**	.366**	.248**
19A. CARING	3.69	0.845	.280**	.301**	.285**	.236**	.069	0.037	.142**	.410**	.419**	.520**	.463**	.452**	.446**	.234**	.310**	.250**
20A. REASONABLE	3.58	0.772	.222**	.201**	.173**	.158**	.108*	0.071	.120*	.335**	.339**	.331**	.303**	.332**	.294**	.222**	.242**	.286**
21A. RELIABLE AND CREDIBLE	3.54	0.786	.123*	.180**	.099*	.166**	.059	0.021	.147**	.347**	.367**	.379**	.410**	.261**	.276**	.140**	.247**	.221**
22A. LOYAL	3.47	0.813	.185**	.213**	.195**	.162**	.04	0.099	.205**	.306**	.368**	.319**	.314**	.348**	.314**	.186**	.260**	.218**
23A. RESPECTFUL	3.62	0.826	.223**	.239**	.192**	.222**	-.004	0.007	.207**	.313**	.316**	.350**	.324**	.324**	.369**	.172**	.257**	.214**
24A. CONTRIBUTE TO SOCIETY	3.84	0.857	.336**	.321**	.229**	.251**	.05	-.012	0.094	.384**	.407**	.485**	.393**	.453**	.267**	.372**	.225**	.225**
25A. DEDICATE TO SOCIETY	3.76	0.853	.231**	.254**	.156**	.213**	.004	-.026	0.087	.363**	.386**	.415**	.390**	.362**	.430**	.195**	.339**	.190**
26A. SUPPORT SOCIAL WELLBEING	3.73	0.865	.269**	.330**	.245**	.284**	.0042	-.037	0.09	.396**	.453**	.446**	.462**	.412**	.482**	.274**	.399**	.244**
27A. TRULY CARE SOCIAL	3.48	0.879	.167**	.191**	.198**	.166**	.087	0.095	0.09	.358**	.366**	.331**	.323**	.292**	.397**	.264**	.378**	.266**
28A. REALLY SUPPORT ENVI	3.63	0.832	.211**	.282**	.198**	.227**	.048	0.021	0.067	.374**	.386**	.434**	.375**	.299**	.354**	.230**	.331**	.259**
29A. SOCIAL RESPONSIBLE	3.65	0.838	.225**	.298**	.169**	.244**	.008	-.025	.126*	.366**	.386**	.432**	.401**	.338**	.381**	.276**	.372**	.293**
30PI Will buy from A.	3.49	0.776	.186**	.206**	.197**	.240**	.151**	.029	.113*	.379**	.396**	.352**	.359**	.358**	.410**	.301**	.345**	.232**
31PI MUST buy from A. next time	3.42	0.759	.202**	.228**	.153**	.159**	.039	-.033	0.066	.338**	.380**	.337**	.310**	.308**	.368**	.293**	.325**	.218**
32PI Switch to A.	3.25	0.831	.072	0.1	0.086	.096	-.015	0.025	0.048	.196**	.280**	.220**	.202**	.186**	.248**	.217**	.213**	0.088
33PI Pay more for A.	2.97	1.011	-.008	-.043	0.099	-.063	0.024	.116*	0.085	0.027	0.081	-.004	-.055	0.004	0.02	0.066	0.085	0.093

** Correlation is significant at the 0.01 level (2-tailed)

* Correlation is significant at the 0.05 level (2-tailed)

Table A15: Pearson's Correlations for All Observed Variables in the Proposed Framework (continued)

Variables	Mean	SD	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33
1CAREING	3.80	0.815																	
2FAMILY	4.15	0.907																	
3GENEROUS	3.79	0.780																	
4LOYAL	3.86	0.755																	
5TYLISH	3.38	0.874																	
6TRENDET	3.20	0.881																	
7SOPHISTICATED	3.30	0.860																	
8TOA ECONOMIC	3.54	0.854																	
9TOA LAW	3.63	0.896																	
10TOA ENVI	3.80	0.930																	
11TOA CUSTOMER	3.83	0.892																	
12TOA EMPLOYEE	3.65	0.903																	
13TOA PHILANTHROPY	3.76	0.913																	
14CSR IMPORTANCE	3.75	0.885																	
15ENVIRONMENT	3.69	0.835																	
16COMPETITOR FAIR	3.46	0.812																	
17BUILD CUSTOMER RELATIONSHIP	3.60	0.886	1																
18A. RESPONSIBLE	3.66	0.822	.253**	1															
19A. CARING	3.69	0.845	.311**	.750**	1														
20A. REASONABLE	3.58	0.772	.215**	.561**	.581**	1													
21A. RELIABLE AND CREDIBLE	3.54	0.786	.164**	.477**	.429**	.583**	1												
22A. LOYAL	3.47	0.813	.125*	.488**	.491**	.509**	.629**	1											
23A. RESPECTFUL	3.62	0.826	.202**	.518**	.573**	.541**	.495**	.580**	1										
24A. CONTRIBUTE TO SOCIETY	3.84	0.857	.290**	.601**	.651**	.537**	.461**	.433**	.610**	1									
25A. DEDICATE TO SOCIETY	3.76	0.853	.277**	.573**	.603**	.502**	.457**	.441**	.557**	.750**	1								
26A. SUPPORT SOCIAL WELLBEING	3.73	0.865	.269**	.613**	.615**	.516**	.483**	.434**	.505**	.685**	.762**	1							
27A. TRULY CARE SOCIAL	3.48	0.879	.292**	.515**	.539**	.424**	.421**	.504**	.463**	.489**	.546**	.603**	1						
28A. REALLY SUPPORT ENVI	3.63	0.832	.245**	.514**	.510**	.415**	.404**	.418**	.456**	.525**	.490**	.574**	.719**	1					
29A. SOCIAL RESPONSIBLE	3.65	0.838	.279**	.513**	.504**	.400**	.457**	.438**	.457**	.539**	.535**	.558**	.643**	.676**	1				
30PI Will buy from A.	3.49	0.776	.253**	.467**	.462**	.400**	.409**	.418**	.377**	.418**	.403**	.497**	.556**	.482**	.388**	1			
31PI MUST buy from A. next time	3.42	0.759	.219**	.381**	.412**	.357**	.384**	.413**	.405**	.400**	.402**	.462**	.500**	.451**	.413**	.686**	1		
32PI Smith to A.	3.25	0.831	0.077	.234**	.294**	.252**	.329**	.407**	.329**	.253**	.319**	.349**	.420**	.353**	.372**	.396**	.568**	1	
33PI Pay more for A.	2.97	1.011	0.009	-.013	0.098	0.073	.173**	.261**	.157**	0.035	.154**	.128*	.255**	.108*	.160**	.192**	.340**	.599**	1

*Correlation is significant at the 0.05 level (2-tailed).

** Correlation is significant at the 0.01 level (2-tailed)

Appendix B: Thai Questionnaire

แบบสอบถามด้านบุคลิกภาพและแนวความคิดที่มีต่อ “บรรษัทภิบาล” (CSR) ของธุรกิจและผลกระทบจากปัจจัยต่าง ๆ

จัดทำโดย นักศึกษาปริญญาโท คณะเทคโนโลยีการจัดการ
สถาบันเทคโนโลยีนานาชาติสิรินธรแห่งมหาวิทยาลัยธรรมศาสตร์
(ข้อมูลทั้งหมดที่ได้จะถูกนำไปใช้ทางด้านการศึกษาริวิจัยเท่านั้น
และจะถูกเก็บไว้โดยไม่มีการเปิดเผยข้อมูลส่วนตัวแต่อย่างใด)

บรรษัทภิบาล หรือ Corporate Social Responsibility (CSR)
คือ ความรับผิดชอบต่อสังคม ชุมชน และสิ่งแวดล้อมของบริษัท

ข้อมูลทั่วไป

- 1) เพศ: ☐ ชาย ☐ หญิง
- 2) อายุ: ☐ น้อยกว่า 21 ปี ☐ 22-34 ปี ☐ 35-44 ปี ☐ 45-54 ปี
☐ 55-64 ปี ☐ มากกว่า 65 ปี
- 3) ปัจจุบันคุณประกอบอาชีพ:

☐ ธุรกิจส่วนตัว/อาชีพอิสระ
☐ รับราชการ/รัฐวิสาหกิจ
☐ แม่บ้าน/ไม่ประกอบอาชีพ

☐ พนักงานบริษัท/ร้านค้า
☐ นักเรียน/นักศึกษา
☐ อื่น ๆ (โปรดระบุ).....
- 4) ระดับการศึกษาสูงสุด:

☐ ประถมศึกษา
☐ มัธยมศึกษาตอนต้น
☐ มัธยมศึกษาตอนปลาย/ปว.ช
☐ อนุปริญญา/ปว.ส.

☐ ปริญญาตรี
☐ ปริญญาโท
☐ ปริญญาเอก
☐ อื่น ๆ (โปรดระบุ).....
- 5) คุณรู้จักคำว่า “บรรษัทภิบาล” หรือ “Corporate Social Responsibility” (CSR) หรือไม่ ?
☐ รู้จัก ☐ ไม่รู้จัก
- 6) ปัจจุบันคุณเป็นพนักงานในกลุ่มบริษัทน้ำมันปิโตรเลียมหรือไม่ ? ☐ เป็น ☐ ไม่เป็น

ส่วนที่ 1: บุคลิกภาพของผู้บริโภค

7) กรุณาเลือกระดับความคิดเห็นเกี่ยวกับนิสัยและบุคลิกภาพของคุณในประโยคนต่อไปนี้ให้ตรงตามความเป็นจริงมากที่สุด

(1 = ไม่เห็นด้วยอย่างยิ่ง, 2 = ไม่เห็นด้วย, 3 = เห็นเป็นกลาง, 4 = เห็นด้วย, 5 = เห็นด้วยอย่างยิ่ง)

อุปนิสัย/บุคลิกภาพ	ระดับของการบ่งบอกความเป็นตัวคุณ				
	1	2	3	4	5
คุณเป็นคนที่ห่วงใยผู้อื่น (Caring)					
คุณเป็นคนที่รักครอบครัว (Family-oriented)					
คุณเป็นคนที่ใจกว้าง (Generous)					
คุณเป็นคนที่ซื่อสัตย์ (Loyal)					
อุปนิสัย/บุคลิกภาพ	ระดับของการบ่งบอกความเป็นตัวคุณ				
	1	2	3	4	5
คุณเป็นคนที่นำสมัย/ล้ำสมัย (Stylish)					
คุณเป็นคนที่นำกระแส (Trendsetter)					
คุณเป็นคนที่ระมัดระวัง (Sophisticated)					
คุณเป็นคนที่โรแมนติก (Romantic)					
คุณเป็นคนที่จิตใจดีงาม (Spiritual)					
คุณเป็นคนวัยรุ่น/กระฉับกระเฉง (Youthful)					
คุณเป็นคนที่เข้าสังคมได้ง่าย (Outgoing)					
คุณเป็นคนที่อยู่กับความเป็นจริง (Practical)					
คุณเป็นคนที่เคร่งศาสนา (Religious)					
คุณเป็นคนที่มีความรับผิดชอบ (Responsible)					
คุณเป็นคนที่ฉลาด (Intellectual)					
คุณเป็นคนที่มีความเป็นผู้นำ (Leader)					
คุณเป็นคนที่รักอิสระ/ชอบพึ่งพาตนเอง (Independent)					
คุณเป็นคนที่ไม่ถือตัว (Down-to-earth)					
คุณเป็นคนที่มีความคิดสร้างสรรค์ (Creative)					
คุณเป็นคนที่ชอบการแข่งขัน (Competitive)					
คุณเป็นนักกีฬา (Athletic)					
คุณเป็นคนที่ทะเยอทะยาน (Ambitious)					
คุณเป็นคนที่ชอบการผจญภัย (Adventurous)					

ส่วนที่ 2: แนวความคิดที่มีต่อกิจกรรม “บรรษัทภิบาล” (CSR)

8) คุณมีแนวความคิดอย่างไรกับกิจกรรมด้าน “บรรษัทภิบาล” (CSR) ที่บริษัทน้ำมันจัดขึ้น กรุณาให้คะแนนระดับความคิดเห็นของคุณที่มีต่อกิจกรรมด้าน “บรรษัทภิบาล” (CSR)

(1 = ไม่เห็นด้วยอย่างยิ่ง, 2 = ไม่เห็นด้วย, 3 = เห็นเป็นกลาง, 4 = เห็นด้วย, 5 = เห็นด้วยอย่างยิ่ง)

คำถามด้านแนวความคิดที่คุณมีต่อกิจกรรมด้าน “บรรษัทภิบาล” (CSR)	ระดับความคิดเห็นของคุณ				
	1	2	3	4	5
11.1) คุณให้ความสำคัญมากกับการที่บริษัทน้ำมันต้องทำกิจกรรมที่แสดงความรับผิดชอบต่อสังคมและสิ่งแวดล้อม					
11.2) กิจกรรมด้าน “บรรษัทภิบาล” ที่บริษัทน้ำมันจัดขึ้นเป็นการกระทำที่รับผิดชอบต่อชุมชนและสิ่งแวดล้อม					
11.3) กิจกรรมด้าน “บรรษัทภิบาล” ที่บริษัทน้ำมันจัดขึ้นเป็นการแข่งขันกับคู่แข่งทางการค้าอย่างยุติธรรม					
11.4) กิจกรรมด้าน “บรรษัทภิบาล” ที่บริษัทน้ำมันจัดขึ้น คือ ความพยายามอย่างหนักเพื่อจะสร้างความสัมพันธ์ระยะยาวต่อผู้บริโภค					
11.5) ถ้าคุณรู้สึกว่าคุณมีความคล้ายคลึงกับวัตถุประสงค์ของกิจกรรมเพื่อสังคมและสิ่งแวดล้อมที่บริษัทน้ำมันนั้นจัดขึ้น คุณจะเติมน้ำมัน หรือ ซื้อสินค้า กับบริษัทน้ำมันนั้น					

9) ในมุมมองทัศนคติของคุณ กิจกรรมด้าน “บรรษัทภิบาล” (CSR) ที่บริษัทน้ำมันจัดขึ้น ควรจะเกี่ยวข้องกับหัวข้อใดบ้าง

(1 = ไม่เห็นด้วยอย่างยิ่ง, 2 = ไม่เห็นด้วย, 3 = เห็นเป็นกลาง, 4 = เห็นด้วย, 5 = เห็นด้วยอย่างยิ่ง)

คำถามด้านแนวความคิดที่คุณมีต่อกิจกรรมด้าน “บรรษัทภิบาล” (CSR)	ระดับความคิดเห็นของคุณ				
ความรับผิดชอบที่มีต่อเศรษฐกิจ	1	2	3	4	5
12.1) การสร้างผลกำไรและความร่ำรวย					
12.2) การจัดหาสินค้าและการบริการที่มีคุณค่าสู่สังคม					
12.3) การเติบโตทางเศรษฐกิจและความมีประสิทธิภาพ					
12.4) การคงไว้ซึ่งความยั่งยืนของบริษัท					
ความรับผิดชอบที่มีต่อกฎหมาย	1	2	3	4	5
12.5) การปฏิบัติตามภายใต้ขอบเขตที่กฎหมายกำหนด					
การปกป้องและพิทักษ์สิ่งแวดล้อม	1	2	3	4	5
12.6) การไม่ก่อให้เกิดความเสื่อมโทรมทางธรรมชาติและระบบนิเวศวิทยา					
12.7) การแก้ไขปัญหาด้านสิ่งแวดล้อมและระบบนิเวศวิทยา					
12.8) การพิทักษ์ปกป้องสิ่งแวดล้อม					
ความรับผิดชอบที่มีต่อลูกค้า	1	2	3	4	5
12.9) คุณภาพของสินค้าที่ได้มาตรฐานและการบริการที่ดี					
12.10) ความปลอดภัยของผู้บริโภคต่อในการใช้สินค้าและการบริการ					
12.11) การไม่โฆษณาหรือให้ข้อมูลเกินจริง					
ความรับผิดชอบที่มีต่อพนักงาน/ลูกจ้าง	1	2	3	4	5
12.12) การดูแลสุขภาพพนักงาน และความปลอดภัยในการทำงาน					
12.13) การพัฒนา และฝึกฝนความสามารถแก่พนักงาน					
12.14) การดูแลสุขภาพกาย สุขภาพจิต และความพึงพอใจในการทำงาน					
12.15) การให้ความเท่าเทียมในการพัฒนา และโอกาสการเลื่อนตำแหน่ง					
12.16) การตอบแทนพนักงาน และสวัสดิการต่าง ๆ เช่น เงินเดือน และประกันสุขภาพ เป็นต้น					
การกุศลและการบริจาคเพื่อสังคม	1	2	3	4	5
12.17) การจัดกิจกรรมการกุศลอย่างกระตือรือร้น					
12.18) การเข้าร่วมงานด้านการกุศลอย่างกระตือรือร้น					
12.19) การให้ความสนใจต่อกลุ่มที่ด้อยโอกาสทางสังคม เช่น ผู้ยากไร้ และผู้พิการ เป็นต้น					
12.20) การให้การสนับสนุน การศึกษา วัฒนธรรม และศิลปะ					

10) กรุณาให้คะแนนระดับความคิดเห็นของคุณต่อกิจกรรมด้าน “บรรษัทภิบาล” (CSR) ที่บริษัท น้ำมันจัดขึ้น

(1 = ไม่เห็นด้วยอย่างยิ่ง, 2 = ไม่เห็นด้วย, 3 = เห็นเป็นกลาง, 4 = เห็นด้วย, 5 = เห็นด้วยอย่างยิ่ง)

ความคิดเห็นที่คุณมีต่อประเภทของกิจกรรมด้าน “บรรษัทภิบาล” (CSR)	ระดับความคิดเห็นของคุณ				
	1	2	3	4	5
13.1) คุณจะมีแนวความคิดและทัศนคติที่ <u>ดีขึ้น</u> ต่อบริษัทน้ำมัน ที่จัดกิจกรรมและสนับสนุนด้าน <u>ความรับผิดชอบต่อเศรษฐกิจ</u>					
13.2) คุณจะมีแนวความคิดและทัศนคติที่ <u>ดีขึ้น</u> ต่อบริษัทน้ำมัน ที่จัดกิจกรรมและสนับสนุนด้าน <u>ความรับผิดชอบต่อที่มีต่อกฎหมาย</u>					
13.3) คุณจะมีแนวความคิดและทัศนคติที่ <u>ดีขึ้น</u> ต่อบริษัทน้ำมัน ที่จัดกิจกรรมและสนับสนุนด้าน <u>การปกป้องและพิทักษ์สิ่งแวดล้อม</u>					
13.4) คุณจะมีแนวความคิดและทัศนคติที่ <u>ดีขึ้น</u> ต่อบริษัทน้ำมัน ที่จัดกิจกรรมและสนับสนุน <u>ความรับผิดชอบต่อลูกค้า</u>					
ความคิดเห็นที่คุณมีต่อประเภทของกิจกรรมด้าน “บรรษัทภิบาล” (CSR)	ระดับความคิดเห็นของคุณ				
	1	2	3	4	5
13.5) คุณจะมีแนวความคิดและทัศนคติที่ <u>ดีขึ้น</u> ต่อบริษัทน้ำมัน ที่จัดกิจกรรมและสนับสนุน <u>ความรับผิดชอบต่อพนักงาน/ลูกจ้าง</u>					
13.6) คุณจะมีแนวความคิดและทัศนคติที่ <u>ดีขึ้น</u> ต่อบริษัทน้ำมัน ที่จัดกิจกรรมและสนับสนุน <u>การกุศลและการบริจาคเพื่อสังคม</u>					

ส่วนที่ 3: แรงจูงใจของการทำกิจกรรมด้าน “บรรษัทภิบาล” (CSR) การประเมินภาพพจน์เจตนาที่จะใช้บริการหรือซื้อสินค้าต่อบริษัทน้ำมัน

- 11) บริษัท ก. เป็นบริษัทพลังงาน น้ำมัน หลังจากที่คุณได้พิจารณาข้อมูลของบริษัทน้ำมัน ก. และค้นพบว่าบริษัทน้ำมัน ก. มีการให้ความสำคัญและจัดกิจกรรมเพื่อสังคมสูง รักษาสิ่งแวดล้อม ส่งเสริมชุมชน และทำกิจกรรมต่าง ๆ เพื่อสังคม ภาพพจน์ ของบริษัท ก. ในความคิดของคุณเป็นอย่างไร และคุณคิดว่าอะไรคือ แรงจูงใจให้บริษัท ก. ทำกิจกรรมเพื่อสังคมเหล่านั้น และคุณจะมีเจตนาที่จะใช้บริการหรือซื้อสินค้า กับบริษัท ก. หรือไม่

(1 = ไม่เห็นด้วยอย่างยิ่ง, 2 = ไม่เห็นด้วย, 3 = เห็นเป็นกลาง, 4 = เห็นด้วย, 5 = เห็นด้วยอย่างยิ่ง)

คำถามด้านการประเมินภาพพจน์บริษัทและเจตนาที่จะใช้บริการหรือซื้อสินค้า	ระดับความคิดเห็นของคุณ				
การประเมินภาพพจน์บริษัท	1	2	3	4	5
14.1) บริษัท ก. เป็นบริษัทที่มีความรับผิดชอบ					
14.2) บริษัท ก. เป็นบริษัทที่เอาใจใส่และคิดถึงผู้อื่น					
14.3) บริษัท ก. เป็นบริษัทที่มีเหตุผล					
14.4) บริษัท ก. เป็นบริษัทที่มั่นคง เชื่อถือได้					
14.5) บริษัท ก. เป็นบริษัทที่ซื่อสัตย์					
14.6) บริษัท ก. เป็นบริษัทที่น่านับถือ					
14.7) บริษัท ก. เป็นบริษัทที่สร้างประโยชน์ให้สังคม					
14.8) บริษัท ก. เป็นบริษัทที่ทุ่มเทเพื่อประโยชน์ส่วนรวม					
14.9) บริษัท ก. เป็นบริษัทที่สนับสนุนความเป็นอยู่ที่ดีของชุมชน					
แรงจูงใจในการทำกิจกรรม	1	2	3	4	5
14.10) การทำกิจกรรมเพื่อสังคมของบริษัท ก. นั้นทำเพื่อแสดงความใส่ใจในความเป็นอยู่ของสังคมอย่างแท้จริง					
14.11) การทำกิจกรรมเพื่อสังคมของบริษัท ก. เช่น การรณรงค์ในกิจกรรม “ปลูกป่า สร้างฝาย” นั้นทำเพื่อส่งเสริมการอนุรักษ์ธรรมชาติและสิ่งแวดล้อม					
14.12) การทำกิจกรรมเพื่อสังคมของบริษัท ก. นั้นทำเพื่อแสดงความรับผิดชอบต่อสังคม					
14.13) การทำกิจกรรมเพื่อสังคมของบริษัท ก. นั้นทำเพื่อส่งเสริมการใช้สินค้า					

14.14) การทำกิจกรรมเพื่อสังคมของบริษัท ก. นั้นทำเพื่อการทำกำไร					
14.15) การทำกิจกรรมเพื่อสังคมของบริษัท ก. นั้นทำเพื่อส่งเสริมยอดขาย					
เจตนาที่จะใช้บริการหรือซื้อสินค้า	1	2	3	4	5
14.16) มีความเป็นไปได้ หรือ มีแนวโน้ม ที่คุณจะเติมน้ำมันกับบริษัท ก.					
14.17) หลังจากได้รับทราบข้อมูลบริษัทบริบาลที่ดีของบริษัท ก. คุณจะเติมน้ำมันกับบริษัท ก. ในครั้งต่อไปที่ต้องการเติมน้ำมัน					
14.18) คุณจะเปลี่ยนมาเติมน้ำมันกับบริษัท ก. อย่างแน่นอน					
14.19) คุณยอมจ่ายแพงขึ้นเพื่อเติมน้ำมันของบริษัท ก.					

ข้อเสนอแนะ หรือ ข้อคิดเห็นเพิ่มเติม

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ขอขอบพระคุณที่ให้ความร่วมมือในการตอบแบบสอบถาม

Appendix C: English Questionnaire

The questionnaire on personality and perception towards Corporate Social Responsibility (CSR) and its effect

Created by master student from Sirindhorn International Institute of Technology,
Management Technology Department, Thammasat University

*(Your given information will be used in research only and will kept confidentially
without any exposure)*

Corporate Social Responsibility (CSR)
is responsible corporate have towards social and environemnt

Demographic

- 1) Gender: ☐ Male ☐ Female
- 2) Age: ☐ Below 21 ☐ 22-34 ☐ 35-44 ☐ 45-54 ☐ 55-64 ☐ More than 65
- 3) Occupation:
 - ☐ Private Business/Freelance ☐ Government Sector ☐ Unoccupied
 - ☐ Corporate Employee ☐ Student
 - ☐ Other (Please Specify).....
- 4) Highest Education:
 - ☐ Elementary School ☐ High School/Vocational Educate
 - ☐ High Vocational Educate ☐ Bachelor Degree
 - ☐ Master Degree ☐ Doctoral Degree
 - ☐ Other (Please Specify).....
- 5) Do you know the word "Corporate Social Responsibility" (CSR) or not?
 - ☐ Yes, I Know ☐ No, I Don't Know
- 6) Are you currently working inside any Petroleum company?

☐ Yes

☐ No

Part 1: Personality

7) Please indicate your response by marking in the box that corresponds to your personality

(1 = Definitely Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Definitely Agree)

<u>Personality Traits</u>	Level of Correspond				
	1	2	3	4	5
Caring					
Family-oriented					
Generous					
Loyal					
Stylish					
Trendsetter					
Sophisticated					
Romantic					
Spiritual					
Youthful					
Outgoing					
Practical					
Religious					
Responsible					
Intellectual					
Leader					
Independent					
Down-to-earth					
Creative					
Competitive					
Athletic					
Ambitious					

Adventurous					
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Part 2: Perception towards CSR Activities

8) What is your perception on CSR activities from Petroleum Company? Please rate your answer corresponds to your opinion

(1 = Definitely Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Definitely Agree)

Questions	Level of Correspond				
	1	2	3	4	5
Do you give an important on how Petroleum Company must have CSR activities to show their concerns on social and environment					
CSR activities organized by Petroleum Company is the act of concerns on social and environment					
CSR activities organized by Petroleum Company is the act of fairness to competitors					
CSR activities organized by Petroleum Company is the act to create long term relationship with consumers					

If you feel that your interesting is congruence with CSR activities cause, you will support the company that organized that particular CSR activity					
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9) In your perspective, what dimensions CSR should be related with
(1 = Definitely Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Definitely Agree)

Perspectives	Level of Correspond				
Economic Responsibility	1	2	3	4	5
Create wealth and profit					
Provide valuable products and services to society					
Economic growth and efficiency					
Ensure corporate sustainability					
Legal Responsibility	1	2	3	4	5
Operate within the bounds permitted by law					
Environmental Protection and Conservation	1	2	3	4	5
Not act at the expense of environmental deterioration and ecological damage					
Assume responsibility for solving environmental and ecological problems					
Environmental protection					
Customers	1	2	3	4	5
Product and service quality					
Consumer safety in using products					
Provide no false ads, make information disclosure					
Employees	1	2	3	4	5
Staff health and work safety					
Staff skill development and training					
Physical and mental health and work satisfaction					
Equal development and promotion opportunities					
Assurance system and stable income					
Social Donation and Charity	1	2	3	4	5
Actively conduct charitable activities					

Actively participate in charitable causes					
Pay attention to underprivileged social groups					
Support education, culture and arts					

10) Please rate your opinion towards CSR activities organized by Petroleum Company
(1 = *Definitely Disagree*, 2 = *Disagree*, 3 = *Neutral*, 4 = *Agree*, 5 = *Definitely Agree*)

Opinion toward CSR activities	Level of Correspond				
	1	2	3	4	5
You will have better perception and attitude toward Petroleum company that organize CSR activity relates to <i>Economic Responsibility</i>					
You will have better perception and attitude toward Petroleum company that organize CSR activity relates to <i>Legal Responsibility</i>					
You will have better perception and attitude toward Petroleum company that organize CSR activity relates to <i>Environmental Protection and Conservation</i>					
You will have better perception and attitude toward Petroleum company that organize CSR activity relates to <i>Customers</i>					
Opinion toward CSR activities	Level of Correspond				
	1	2	3	4	5

You will have better perception and attitude toward Petroleum company that organize CSR activity relates to <i>Employees</i>					
You will have better perception and attitude toward Petroleum company that organize CSR activity relates to <i>Social Donation and Charity</i>					

Part 3: Motivations towards CSR Activities and Company Image and Purchase Intentions towards Petroleum Company

11) Scenarios: Company A is Petroleum Company, after you have considered the Company A's background and found out that Company A has give highest importance in both of CSR and its activity. To promote social welfare, environment, and community support.

- What is your perception towards Company A ?
- What do you think of True intentions Company A engaging in CSR activities ?
- Do you have any intentions to purchase products or services from company A due to its CSR activities ?

(1 = Definitely Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Definitely Agree)

Questions	Level of Correspond				
Corporate Image	1	2	3	4	5
14.1) Company A is a responsible company					
14.2) Company A is a considerate company					
14.3) Company A is a reasonable company					
14.4) Company A is a reliable company and can be trust					
14.5) Company A is a royal company					
14.6) Company A is respectful company					
14.7) Company A is creating goodness to society					
14.8) Company A is contributing to social benefit					
14.9) Company A is supporting social welfare					
Motivations of engaging CSR activities	1	2	3	4	5

14.10) Company A engaging in CSR because they truly concern on social welfare and benefits					
14.11) Company A CSR activities such as forest conservation or building temporary dam is solely to creates environmental conservation only					
14.12) Company A CSR activities is to show the responsibility towards society					
14.13) Company A CSR activities is to promote product awareness and purchase intentions					
14.14) Company A CSR activities is to make profits					
14.15) Company A CSR activities is to promote sales revenue					
Purchase Intentions	1	2	3	4	5
14.16) You will tendency to purchase product or services from Company A					
14.17) After you have perceived the background of Company A, you will purchase product or service from Company A next time you needed					
14.18) You will definitely switch to Company A product or services					
14.19) You willing to pay more to purchase product or service from Company A					

Any Suggestion and Feedback

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Thank you so much and very appreciate your feedback.