

**Early Career Job Seekers' Perceptions of
Corporate Social Responsibility and
Organizational Attractiveness of Islamic and
non-Islamic banks in Indonesia**

By

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Abstract

This thesis explored and examined early career job seekers' perceptions of corporate social responsibility and organizational attractiveness in Islamic and non-Islamic banks in Indonesia. This thesis is important particularly for early career job seekers seeking employment in banking institutions through the perception of corporate social responsibility. Furthermore, it is also important for banking institutions in Indonesia (both Islamic and non-Islamic banks) to promote socially responsible activities as a medium to attract future potential employees and not just use the bank's financial performances. This issue has not been investigated in Indonesia.

This thesis comprises two studies. Study One examined selected variables influencing early job seekers' perceptions of corporate social responsibility, organizational attractiveness, and the intention to apply. Study Two explored early career job seekers' perception of corporate social responsibility conducted by Islamic and non-Islamic banks and whether their perception leads to their attraction and intention to apply for jobs in Islamic and non-Islamic banks in Indonesia. This thesis proposed four research questions and ten hypotheses in Study One. It also provided a set of questionnaires on four job advertisements as a tool of measurement. In Study Two, an open-ended question for focus group interviews was set up. This thesis used mixed-methods research to collect and analyse both quantitative and qualitative data.

The findings from Study One partly supported the hypotheses proposed in this thesis. The results indicated that the independent variables tested against dependent variables through all four job advertisements as the measurement tool provided in this thesis are partly related. In other words, some early career job seekers perceived the corporate social responsibility of Islamic and non-Islamic banks in Indonesia as a positive aspect that may influence their attraction and intention to apply for a job when seeking employment, but some did not.

In Study Two, the findings from focus group interviews revealed that both male and female early career job seekers from Islamic and non-Islamic universities in Indonesia perceived no difference in the level of corporate social responsibility of Islamic and non-Islamic banks. However, the majority of early career job seekers were attracted to apply for jobs in banking institutions regardless of whether the banks are socially responsible or not. The majority of early career job seekers perceived salary and career prospects were the most influential factor motivating them to apply for jobs when seeking employment. Salary and career prospects were not part of the variables tested in Study Two, so these findings enrich thesis's purpose.

This thesis contributes to the literature of corporate social responsibility by addressing the call for more studies on corporate social responsibility at the individual level (early career job seekers) rather than institutional or organizational level, particularly in the Indonesian context. Furthermore, this thesis also contributes its methodology by combining a quantitative study (survey-questionnaire and job advertisements) with a qualitative study (focus group interviews with template analysis). In addition, this thesis offers a new perspective for human resource management practices of Islamic and non-Islamic banks in Indonesia by considering the importance of corporate social responsibility as a medium to attract and retain potential employees. Both Islamic and non-Islamic banks could use their socially responsible activities to attract future potential employees who may have better motivation and commitment to work for the organizations and are not merely motivated by materialistic considerations. This thesis has some limitations, and future research areas are identified and proposed.

Declaration

I certify that this thesis does not incorporate without acknowledgment any material previously submitted for a degree or diploma in any university; and that to the best of my knowledge and belief, it does not contain any material previously published or written by another person except where due reference is made in the text.

A handwritten signature in black ink, consisting of a large loop at the top and several smaller strokes below it.

Signed :

Date : 7th June 2021

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1. Introduction

1.1 Introduction

This thesis examines the influence of gender, religiosity, and the importance of corporate social responsibility to employees on the perceptions of early career job seekers about the corporate social responsibility of Islamic and non-Islamic banks in Indonesia. The influence of these variables on early career job seekers' intention to apply and their perceptions of the attractiveness as a potential employee of these Islamic and non-Islamic banks is also investigated.

1.2 Background to the research

Corporate social responsibility has become an important topic of discussion around the world over the last few decades (Subhajit Bhattacharya & Kaursar, 2016; Carroll & Shabana, 2010; Jamali & Karam, 2018; Maignan & Ferrell, 2004; McWilliams, Siegel, & Wright, 2006; Rao & Tilt, 2016; Turker, 2009). It is an important area both in practice and in the academic literature (Abul Hassan & Syafri Harahap, 2010; Kolk, 2016; Malik, 2015; B. I. Park & Ghauri, 2015; Selvarajah, Murthy, & Massilamany, 2018; Šontaitė-Petkevičienė, 2015). In business, many organizations have become aware of the importance of corporate social responsibility to their business activities (Martinez, Perez & Del Bosque 2014; Siddiq & Javed 2014) and the impact of these activities on current and future shareholders, employees, government, society and the environment (Axjonow, Ernstberger & Pott 2018; Chang, Kim & Li 2014). On the other hand, academic researchers have investigated the cost and benefits of implementing corporate social responsibility activities both internally and externally.

Corporate social responsibility is a self-regulating business model that facilitates a company to be socially accountable to its stakeholders, such as employees, customers, suppliers, government, and the natural environment (Dahlsrud, 2008; Moir, 2001; Moratis, 2016; Sheehy, 2015; Van Marrewijk, 2003). Many previous studies have shown that corporate social responsibility activities make a positive contribution to a company's reputation (Fatma, Rahman, & Khan, 2015; Yoon, Gürhan-Canli, & Bozok, 2006), sustainable development (Baumgartner, 2014; Chapple & Moon, 2007; Kolk, 2016), organizational attractiveness to potential applicants (Gomes & Neves, 2011; Greening & Turban, 2000; S.-Y. Kim & H. Park, 2011; Story, Castanheira, & Hartig, 2016), and others. Most studies of corporate social responsibility practices occurred in developed countries (McWilliams et al., 2006; Mele, 2004) at an institutional level, while few studies have been conducted in developing countries and at the individual level, such as job seekers. This thesis explores corporate social responsibility in an economically developing country at an individual level.

The research on corporate social responsibility addresses both corporate actions and individual behavior (Aguilera, Rupp, Williams, & Ganapathi, 2007; Aguinis & Glavas, 2012; Becker-Olsen, Cudmore, & Hill, 2006; Hur, Kim, & Woo, 2014; S. Kim, 2019; Lee, Park, & Lee, 2013; Pérez & Del Bosque, 2012; K. T. Smith & Alexander, 2013). The literature on corporate actions includes social responsibility and reporting practices (Bonsón & Bednárová, 2015; Russo-Spena, Tregua, & De Chiara, 2018; Thorne, Mahoney, Gregory, & Convery, 2017), and financial performance (Adeneye & Ahmed, 2015; Barnett & Salomon, 2006; Carroll & Shabana, 2010; Saeidi, Sofian, Saeidi, Saeidi, & Saeidi, 2015). Also addressed are the influence of boards on corporate social responsibility policy and management practices (Babiak & Trendafilova, 2011; Castka, Balzarova, Bamber, & Sharp, 2004; Köllen, 2016; Santos, 2011), and the influence of corporate social responsibility to firm size (Nawaiseh, 2015; Udayasankar, 2008; Wickert, Scherer, & Spence, 2016; Youn, Hua, & Lee, 2015). At the individual level, the emphasis of the studies is on individual perceptions of corporate social responsibility (Aguinis & Glavas, 2012, 2019; Panwar, Hansen, & Anderson, 2010). The discussions include how corporate social responsibility influences consumers' intention to purchase (Li, Fu, & Huang, 2015; Mohr & Webb, 2005) and job-seeking behavior (Cable & Graham, 2000; Feldman & Vasquez-Parraga, 2013). Others discuss person-organization fit (Dawkins, Jamali, Karam, Lin, & Zhao, 2016; Zhang & Gowan, 2012) and job pursuit intention (Albinger & Freeman, 2000; Ghosh & Gurunathan, 2014; R.-T. Wang, 2013).

Most of the research into corporate social responsibility has occurred at the corporate level rather than the individual level (Aguilera et al., 2007; Aguinis & Glavas, 2012, 2019). The research on corporate social responsibility at the individual level also covers the important area of outcomes. The outcomes refer to the individual values that influence engagement with corporate social responsibility (Godkin, 2015; P. Mudrack, 2007; O'Riordan & Fairbrass, 2014). Corporate social responsibility activities may influence employee engagement and identification with the organization (Mirvis, 2012; Slack, Corlett, & Morris, 2015). Further, corporate social responsibility impacts on organizational attractiveness to potential employees (Gomes & Neves, 2011; Greening & Turban, 2000; S.-Y. Kim & H. Park, 2011; Story et al., 2016). There is a need for more research into corporate social responsibility at the individual level (Aguinis & Glavas, 2012, 2019). This thesis addresses this gap in the literature.

The majority of the studies of corporate social responsibility in the banking sector has occurred in developed countries (Carnevale, Mazzuca, & Venturini, 2012; Grougiou, Leventis, Dedoulis, & Owusu-Ansah, 2014; Lenssen, Perrini, Tencati, Lacy, & Zappi, 2007; Pérez & Del Bosque, 2012; Scholtens, 2009; Wu & Shen, 2013). These studies focus on conventional banks (Carnevale et al., 2012; Pérez & Del Bosque, 2012) rather than Islamic banks (Abul Hassan & Syafri Harahap, 2010).

There is a call for increased attention to corporate social responsibility in banks operating in developing countries (Fatma & Rahman, 2016; H.-U.-Z. Khan, Halabi, & Samy, 2009). There have also been calls for more focus on Islamic banking in relation to corporate social responsibility (Alamer, Salamon, Qureshi, & Rasli, 2015; Dusuki, 2008c; A Hassan & Salma Binti Abdul Latiff, 2009; Abul Hassan & Syafri Harahap, 2010; M. Iqbal & Molyneux, 2005; Yudistira, 2004).

Islam requires every business organization, including Islamic banks, to be socially responsible to their stakeholders (Aribi & Arun, 2015; Basah & Yusuf, 2013; Dusuki, 2008c; Abul Hassan & Syafri Harahap, 2010). The majority of studies of corporate social responsibility and Islamic banks focus on the corporate level. These studies address corporate social responsibility disclosure (Aribi & Gao, 2010), the ethical identity of Islamic banks (Haniffa & Hudaib, 2007; R. A. Rahman & Saimi, 2015), the influence of corporate social responsibility in Islamic banks (N. Iqbal, Ahmad, & Kanwal, 2013; Nathan & Pierce, 2009; Tafti, Hosseini, & Emami, 2012), and the relationship between corporate social responsibility and the financial performances of Islamic banks (N. Iqbal et al., 2013; Mallin, Farag, & Ow-Yong, 2014). Most of this research occurred in banks operating in the Middle East (Ali Aribi & Gopinath Arun, 2012; Haniffa & Hudaib, 2007; R. A. Rahman & Saimi, 2015).

Indonesia is the largest Muslim country in the world and has a dual banking system comprising Islamic and non-Islamic banks (Bank Indonesia, 2012). In 2011, there were 120 commercial banks including eleven Islamic banks and 1,837 public regional banks (Bank Indonesia, 2012). Research on corporate social responsibility in the banking sector is still in its early stages, with studies focused on corporate-level issues. This includes research on traditional banks (Arshad, Othman, & Othman, 2012; Tjia & Setiawati, 2012) and Islamic banks (Fitriyah & Oktaviana, 2013; A. A. Rahman, Hashim, & Bakar, 2010; Suhendi & Indriastuti, 2014). There appears to be no research comparing corporate social responsibility in these two types of banks in Indonesia. A review of the literature revealed no individual-level studies of corporate social responsibility in the Indonesian banking sector. This thesis investigates the individual perceptions of early career job seekers and their intention to work when seeking employment based on their perceptions of the corporate social responsibility of Islamic and non-Islamic banks and banks' attractiveness in Indonesia.

The study of individual stakeholder's perception of corporate social responsibility is considered critical. Previous studies have shown a positive link between corporate social responsibility and individual perceptions (Hetze, 2016; Lee et al., 2013). Other studies have found that individual perception significantly affects a company's corporate social responsibility that, in turn, has a greater impact on customer loyalty and the company's reputation (Costa & Menichini, 2013; El Akremi, Gond, Swaen, De Roeck, & Igalens, 2018; Thijssens, Bollen, & Hassink, 2015). There is minimal

study of individual stakeholder perception of company corporate social responsibility in Indonesia, particularly in the banking sector. This current research raises awareness of the importance of individual perceptions of banks' corporate social responsibility activities.

There have also been studies on the influence of corporate social responsibility on the attractiveness of organizations to potential employees (Albinger & Freeman, 2000; Gomes & Neves, 2011; Greening & Turban, 2000; Story et al., 2016). Berger, Cunningham, and Drumwright (2007), cited in S.-Y. Kim and H. Park (2011), also argue that corporate social responsibility could attract highly skilled employees. Today, many companies, including banks, struggle to attract and retain highly skilled employees in a competitive job market (Beechler & Woodward, 2009; Schuler, Jackson, & Tarique, 2011). Commercial banks in Indonesia are also striving to attract and retain highly skilled employees. The new approach of this current research introduces corporate social responsibility as an element in the attractiveness of commercial banks to potential employees in Indonesia.

Job seekers' intention to apply is another essential element in the job recruitment process (Tsai, Joe, Lin, & Wang, 2014; Williamson, Lepak, & King, 2003). The extant literature indicates that corporate social responsibility also influences a job applicant's intention to apply (R.-T. Wang, 2013). Factors such as economic, legal, ethical, and philanthropic elements (Carroll, 1979), perception of company's reputation (Cable & Graham, 2000; Helm, 2013), and the prospect of job advancement (Beenen & Rousseau, 2010; R.-T. Wang, 2013) influence job seekers' intention to apply. Other studies have found that job satisfaction (Judge, Hulin, & Dalal, 2012; Tett & Meyer, 1993), compensation packages (Akafo & Boateng, 2015; Barringer & Milkovich, 1998; Jackson, 2014), career prospects (Benson, Filippaios, & Morgan, 2010; Jackson, 2014) and skill training programs (Cappelli, 2015; Finegold & Wagner, 2002) are also essential aspects for job seekers' pursuit of intention to apply. Despite the limited research on job seekers' intention to apply in the Indonesian banking sector, the various factors mentioned above are recognized as being influential.

Apart from organizational attractiveness for potential employees (Gomes & Neves, 2011; Greening & Turban, 2000; Joo, Moon, & Choi, 2016; S.-Y. Kim & H. Park, 2011) and job seekers' intention to apply (R.-T. Wang, 2013), other factors also influence job seekers' perceptions of corporate social responsibility. Empirical studies show the role of corporate social responsibility in advancing gender issues (Grosser, 2009; Kaspereit, Lopatta, & Matolcsy, 2016), religiosity (Lau, 2010; S. T. McGuire, Newton, Omer, & Sharp, 2012), and the importance of corporate social responsibility to employees (De Roeck & Delobbe, 2012; De Roeck, Marique, Stinglhamber, & Swaen, 2014). However, most of these studies have been undertaken in the non-banking sector of developed countries. This thesis examines factors such as gender, religiosity, and the importance of corporate social responsibility to

employees, and corporate social responsibility, organizational attractiveness, and intention to apply in the context of the Indonesian dual banking system (both Islamic and non-Islamic banks) through the perceptions of early career job seekers.

1.3 Research Problem

The banking institutions, including both Islamic and non-Islamic banks in Indonesia, have contributed positively to Indonesian economic development over many years (Bank Indonesia, 2012) and have generated economic prosperity for the Indonesian people. Further, the banking sector has created many job opportunities for job seekers in banking. Banks realize that the recruitment and retention of highly skilled creative employees, who want to satisfy customers, are crucial to creating a competitive distinction. Therefore, both Islamic and non-Islamic banks in Indonesia strive to attract and retain a quality workforce for their competitive advantage in the future. Furthermore, recruiting and retaining potential employees is costly and time-consuming. Many small to medium-sized commercial Islamic and non-Islamic banks in Indonesia are struggling to recruit the best applicants because they cannot compete with the larger banks in terms of the remuneration package offered and bank reputation. This issue may be a serious problem in the future.

Traditionally, banks use certain media such as websites, newspapers, and TV for recruitment purposes. The job information provided through those channels mainly describes the process of application and selection criteria. On the other hand, banks have little understanding of other factors, such as corporate social responsibility activities that may attract potential job seekers. In developed countries, there is a growing effort to publish corporate social responsibility activities and organizational attractiveness for potential employees (Albinger & Freeman, 2000; Gomes & Neves, 2011; Greening & Turban, 2000; Story et al., 2016). The studies show that corporate social responsibility reveals a company's values and becomes a part of the employee value proposition (C. B. Bhattacharya, D. Korschun, & S. Sen, 2009; Muda, Sidauruk, & Siregar, 2018).

Matten and Moon (2008) suggest that corporations communicate information on corporate social responsibility either explicitly or implicitly. Explicit corporate social responsibility communication is information about a company's social responsibility activities stated clearly on their website or in other "official" communication. Implicit corporate social responsibility communication is where corporate social responsibility activity is not communicated in these formats. The original article by Matten and Moon (2008) compared the nature of corporate social responsibility communication by companies in different countries. In subsequent research by these authors (Hiss, 2009; Matten & Moon, 2008; Morsing & Spence, 2019), the tendency is still to compare different national or industry business contexts, rather than look at the communication to different stakeholders in the same

industry and business context. As noted above, banks in Indonesia explicitly communicate their corporate social responsibility to customers and other stakeholders, but they do not include this in their communication to potential employees. Given that additional research has identified the influence of corporate social responsibility on both customer decisions (Lin, Chen, Chiu, & Lee, 2011; V. Sharma, Poulouse, Mohanta, & Antony, 2018) and attractiveness to job seekers (Gomes & Neves, 2011; Greening & Turban, 2000), the incorporation of corporate social responsibility communication into the job-seeking process of Indonesian banks is an interesting area for investigation. This thesis focuses on one industry and national culture, looking at differences between banks that include in their job advertisement explicit positive communication on corporate social responsibility ('good corporate social responsibility banks) with those who do not explicitly include that information ('poor corporate social responsibility banks').

This thesis addresses the research problem, "How do the corporate social responsibility activities of Islamic and non-Islamic banks in Indonesia influence early career job seekers' perceptions of corporate social responsibility, organizational attractiveness, and intention to apply for a banking job? Islamic and non-Islamic banks in Indonesia realise that recruiting future potential job seekers can be a problematic issue due to the complexity of Indonesia's labour conditions. It is known that most early career job seekers in Indonesia come from a lower level of economic and educational backgrounds, and only a small portion of them have good academic and economic backgrounds. Banks in Indonesia only recruit promising employees or job seekers with solid education qualifications (Siahaan, Gultom, & Lumbanraja, 2016). However, the banks are also competing with industries during the recruitment process. Furthermore, the banks need to consider the factor of gender for their job applicants, whether they prefer more females or more males, the factor of religiosity for Islamic banks, and other characteristics.

Apart from offering good salaries and career prospects, Islamic and non-Islamic banks can also consider social responsibility to attract potential job seekers. Therefore, this thesis raises the research problem of "How does corporate social responsibility of Islamic and non-Islamic banks in Indonesia influence early career job seeker's perception and their intention to apply when seeking employment?" The general assumption is that most early career job seekers in Indonesia perceive social responsibility as less important than factors such as salary and career prospects. Based on this assumption, researcher proposed research questions and hypotheses to solve the research problem. This is consistent with the study conducted by Alvesson and Sandberg (2011), who argued that researchers should be able to identify and challenge the assumptions underlying the existing paradigm. They suggest a problematization method to identify and challenge the current paradigm and argue that using such a method will lead to the development of new theory and the filling of gaps

in the literature (Alvesson & Sandberg, 2011). Set out below are the research questions and hypotheses proposed in this thesis, which in combination address the research problem addressed in this thesis. Where hypotheses are presented, they are in null hypotheses format:

- RQ-1 Is there a difference in the perceptions of early career job seekers from Islamic and non-Islamic universities on the level of corporate social responsibility of Islamic and non-Islamic banks in Indonesia?*
- RQ-2 Do gender, religiosity, and the importance of corporate social responsibility to employees influence the perception of corporate social responsibility of early career job seekers in Indonesia?*
- RQ-3 Do gender, religiosity, and the importance of corporate social responsibility to employees influence the attractiveness of Islamic and non-Islamic banks to early career job seekers in Indonesia?*
- RQ-4 Do gender, religiosity, and the importance of corporate social responsibility to employees influence early career job seekers' intention to apply to Islamic and non-Islamic banks in Indonesia?*

The following hypotheses were formulated to address the research questions to find out the outcome of the research:

- H-1 Early career job seekers from Islamic and non-Islamic universities do not have significant differences in their perceptions of the corporate social responsibility of Islamic and non-Islamic banks in Indonesia.
- H-2 Gender does not have a significant influence on early career job seekers' perceptions of corporate social responsibility in Islamic and non-Islamic banks in Indonesia.
- H-3 Religiosity does not have a significant influence on early career job seekers' perceptions of corporate social responsibility of Islamic and non-Islamic banks in Indonesia.
- H-4 The importance of corporate social responsibility does not have a significant influence on early career job seekers' perceptions of corporate social responsibility of Islamic and non-Islamic banks in Indonesia.
- H-5 Gender does not have a significant influence on the attractiveness of Islamic and non-Islamic banks in Indonesia to early career job seekers.

- H-6 Religiosity does not have a significant influence on the attractiveness of Islamic and non-Islamic banks in Indonesia to early career job seekers.
- H-7 The importance of corporate social responsibility to employees does not have a significant influence on the attractiveness of Islamic and non-Islamic banks in Indonesia to early career job seekers.
- H-8 Gender does not have a significant influence on early career job seeker's intention to apply in Islamic and non-Islamic banks in Indonesia.
- H-9 Religiosity does not have a significant influence on early career job seekers' intention to apply to Islamic and non-Islamic banks in Indonesia.
- H-10 The importance of corporate social responsibility does not have a significant influence on early career job seekers' intention to apply to Islamic and non-Islamic banks in Indonesia.

1.4 Research contributions

Perry (1998), building on Varadarajan (1996) notes that in a PhD thesis it is important to both identify and justify the theoretical and practical contributions to the body of knowledge. In sections 1.4 and 1.5 respectively, the contributions are identified and justified. By answering the research questions, this thesis contributes to the following areas:

1. Literature on corporate social responsibility and human resources in Islamic and non-Islamic banks in Indonesia.

Corporate social responsibility has gained significant attention in Indonesia since the establishment of Indonesian Corporate Law No.40 in 2007. This law obliged corporations to practice social responsibility to stakeholders (Purnomo & Widianingsih, 2012; Sukmono, 2013; Waagstein, 2011). Furthermore, corporate social responsibility also has attracted academic scholars to investigate the impact of the activity of corporations and stakeholders, including in banking institutions in Indonesia (Hermawan & Gunardi, 2019; Menne, 2016; Nugraheni & Khasanah, 2019; Prabowo et al., 2017). However, most corporate social responsibility studies in Indonesia focused on disclosure of corporate social responsibility, corporate governance, and firm's financial performances (Bidhari, Salim, Aisjah, & Java, 2013; Hermawan & Gunardi, 2019; Paragina & Leon, 2020; Rahayu & Cahyati, 2014). There is only limited study of corporate social responsibility concerning human resources and banking institutions in Indonesia. Furthermore, there is no study of corporate social

responsibility of banking institutions and their organizational attractiveness to human resources (job seekers) in Indonesia. This thesis investigated the perceptions of early career job seekers toward corporate social responsibility and organizational attractiveness of Islamic and non-Islamic banks in Indonesia. This thesis explored whether the practice of corporate social responsibility of Islamic and non-Islamic banks in Indonesia could influence early career job seekers' perceptions and decision to apply for jobs. It is generally known that banks are competing with each other to recruit and retain potential employees including in Indonesia. As this thesis is the pioneer in the context of Indonesia, it is important to the literature of corporate social responsibility in general and in Indonesia specifically. It is also important to the practice of human resources in the banking sector including Islamic and non-Islamic banks in Indonesia.

2. Research on the individual level of analysis rather than the corporate level on the topic of corporate social responsibility (Aguinis & Glavas, 2012).

Most research on corporate social responsibility occurred at corporate and institutional level (Aguilera et al., 2007; Aguinis & Glavas, 2012). The research focused on the area of corporate financial performance (Barnett & Salomon, 2006; Carroll & Shabana, 2010), corporate reporting practices (Bonsón & Bednárová, 2015; Thorne et al., 2017), corporate size (Nawaiseh, 2015; Wickert et al., 2016). However, limited studies have been done at an individual level (Aguinis & Glavas, 2012). In their review of corporate social responsibility, Aguinis and Glavas (2012) argued that among 588 articles reviewed, 33 % of the articles focused on the institutional level, 57 % on the organizational level, 5 % addressed two or more levels, and only 4 % focused on the individual level. Therefore, they suggested researchers conduct more research on corporate social responsibility at the individual level. Some of their findings showed that corporate social responsibility could positively impact employee performance, behaviours, attitude, and motivation toward the organization. It also impacts positively on the company's attractiveness to potential employees (job seekers). This thesis addressed the call from previous studies for more research of corporate social responsibility at the individual level by investigating the perception of early career job seekers (graduating students) and their intention to apply based on corporate social responsibility and organizational attractiveness of Islamic and non-Islamic banks in Indonesia. As a unit of the individual, early career job seekers' perceptions toward corporate social responsibility and organizational attractiveness are important because they provide new insights of information to corporate social responsibility and the banking sector. Therefore, this study is required.

3. Examination of the importance of corporate social responsibility as an element of organizational attractiveness and intention to apply.

Previous studies showed that corporate social responsibility impacted the firm's attractiveness to potential job seekers (Aguilera et al., 2007; Greening & Turban, 2000). The scholars argued that corporate social responsibility was an important factor because it impacted on company's reputation positively, which could attract job applicants to apply for jobs (Aguilera et al., 2007; Maignan & Ferrell, 2004). This thesis examined Islamic and non-Islamic banks' corporate social responsibility performance and their impact on the banks' organizational attractiveness to early career job seekers. . Although the findings of this study indicated that most job seekers did not perceive corporate social responsibility as the primary preference when seeking employment in banking institutions, some, however, agreed that corporate social responsibility was an important factor that motivated them to apply for a job. Early career job seekers argued that being actively involved in community support and development through corporate social responsibility could give them job satisfaction rather the materialistic pursuit of money.

4. The practical perspective of human resource management in terms of corporate social responsibility and potential job seekers.

Previous studies addressed the critical role of human resources management in an organization that was implementing social responsibility performances (Garavan & McGuire, 2010; Gond, Igalens, Swaen, & El Akremi, 2011). They argued that human resources management is closely related to corporate social responsibility implementation in an organization that benefits both parties. Other studies found that corporate social responsibility could be a medium of attractiveness for the organization, helping human resources management practices recruit and retain future potential employees (Gomes & Neves, 2011; Greening & Turban, 2000; Story et al., 2016). This thesis will assist the human resources management practices of Islamic and non-Islamic banks in Indonesia to understand the positive impact of corporate social responsibility in attracting potential future employees. The findings of this thesis indicated that some of early career job seekers were motivated to apply and work for organizations that were socially responsible to stakeholders at large. Generally, most banks in Indonesia used traditional job advertisement methods such as TV, newspaper, or online sources to recruit new employees. Based on the findings of this thesis the human resources management departments of Islamic and non-Islamic banks can use their corporate social responsibility performance as a medium of attractiveness for potential employees.

1.5 Justification for the Research

There are a number of criteria that can be used to justify a program of PhD research, including “relative neglect of a specific research problem”, “importance of a specific area” ... (of an industry or a discipline), “relative neglect of methodologies” and usefulness of the potential application of the research’s findings” (Perry, 1998, pp. 17-18). Additionally, Crane, Henriques, Husted, and Matten (2016) identifies the importance of country studies in contributing to theory and practice, effectively including country context as an additional area in which contributions can be made.

Indonesia is an under-represented country context. Islamic banking is under-researched, particularly outside of Middle Eastern contexts, and there is little comparative research of Islamic and non-Islamic banking. The influence of perceptions of corporate social responsibility at the individual level in these contexts is also under-researched. There is little research on the relationship between the signalling of the corporate social responsibility stance and job-seeking behaviour, such as perceptions of organizational attractiveness and the intention to apply for a job in either the Indonesian or the Islamic and non-Islamic banking contexts. No mixed method studies exist covering these issues. The size of Indonesia and the unique nature of both the Indonesian context and the Islamic and non-Islamic banking sectors in Indonesia, and potential usefulness in that the contributions identified in section 1.4 make to the body of knowledge serve justification for the research. The following subsections outline the prior research and justifies how this thesis contributed to the body of knowledge.

1.5.1 Indonesia

There are studies of corporate social responsibility and its impact on business organizations globally (Aguilera et al., 2007; Casey & Grenier, 2015; McWilliams et al., 2006; Mele, 2004; Story et al., 2016). However, most studies of corporate social responsibility and business organization occurred in developed countries than developing countries. There are also studies of corporate social responsibility and its impact on banking institutions, both Islamic and non-Islamic banks in the world (Albinger & Freeman, 2000; Aribi & Gao, 2010; Basah & Yusuf, 2013; Choudhury, Harahap, & Basri, 2009; A Hassan & Harahap, 2010; M Khan & Bhatti, 2008). However, most studies of corporate social responsibility and Islamic banks occurred in the Middle East region. Studies of corporate social responsibility in the banking sector including Islamic and non-Islamic banks in Indonesia exist. The studies focused on the impact of corporate social responsibility toward firms’ financial performances, tax avoidance, company characteristics, good governance, corporate social responsibility and going concern, corporate social responsibility and welfare of the society, and corporate social responsibility and consumers’ perception (Arli & Lasmono, 2010; Hermawan & Gunardi, 2019; Mapisangka, 2009; Nurbaiti & Bambang, 2017; Pratiwi & Djakman, 2017; Qoyum, Mutmainah, Setyono, & Qizam, 2017; Sari & Rani, 2015; Sumedi & Yuyetta, 2010). However, more

research of corporate social responsibility in the banking sector including both Islamic and non-Islamic banks in Indonesia is required given the fact that Indonesia is a developing country with unique characteristics.

Indonesia is known as the largest Muslim country in the world. More than 85 % of its population are Muslim (+/- 230 million people). Furthermore, Indonesia has a different culture compared to the majority of Muslim countries in the Middle East. Based on the 2010 census, about 1,331 ethnic and sub-ethnic groups of people live in Indonesia with more than 1,400 language categories (Ananta, Arifin, Hasbullah, Handayani, & Pramono, 2013). The study of corporate social responsibility and banking institutions in the context of Indonesia as a unique country is important as it may produce invaluable information for further research activity. This is consistent with the country study concerning corporate social responsibility conducted by Crane et al. (2016). In their study, Crane et al. (2016) argued that country study (regional or national context) enabled the researchers to re-define and extend the existing core theories in social disciplines.

Furthermore, a country study could also be comparative, informing the readers how the individual or organizational beliefs, cultures, attitudes, preferences exist in the country (Crane et al., 2016). Also, the country study could refine people's understanding of theory by linking theory to various institutional settings (Crane et al., 2016) creating the opportunity for other researchers to investigate the application of theories in different countries. Therefore, the study of early career job seekers' perception of corporate social responsibility and organizational attractiveness of Islamic and non-Islamic banks in the context of Indonesia is important as it provides information on the application of theory to practice in a new country context.

1.5.2 Corporate social responsibility and the banking industry

In the twenty-first century, business organizations worldwide, including banking institutions, are aware of ethical issues and being socially responsible (Kanji & Chopra, 2010). Previous studies have found that there is a positive correlation between social responsibility activities and an organization's financial performance (Van Beurden & Gössling, 2008). Moreover, corporate social responsibility also has improved stakeholders' perceptions of business organizations (C. Bhattacharya, D. Korschun, & S. Sen, 2009). Corporate social responsibility has attracted the attention of banking institutions around the world. Banking institutions take an interest in the social wellbeing of their customers. The bank's interest in integrated reporting of their social activities such as social and environmental responsibilities and organizational structures and economic aspects has differentiated the banks from their competitors (Lodhia, 2015). The involvement of the banks in social responsibility activities shows that they are more than just doing business (Chambers & Day, 2009). It means that the banks have shown their more humane and philanthropic side. Helping the

community, such as sponsoring sports events, providing educational scholarships for the poor students, and protecting the natural environment, are some of the activities that many conventional banks commonly include in their corporate socially responsible endeavours today. The corporate social responsibility role can positively impact a bank's image in society as one of the stakeholders (Pérez & Del Bosque, 2012; Pomeroy & Dolnicar, 2009). Islamic banks also practice corporate social responsibility activities as it is commanded in Islamic principles. One of the Islamic principles is to pursue social justice for all (Kamla & Rammal, 2013) and not merely look for profit but also contribute positively to society, such as helping the poor people, providing education scholarships, and much more.

Academic scholars in Indonesia have been motivated to investigate more about corporate social responsibility since the establishment of Indonesian Corporate Law no. 40 in 2007 in Indonesia (Waagstein, 2011). This new law obliged big corporations such as banks, miners and manufacturers to become actively involved in social activities. In banking institutions, for example, corporate social responsibility practices occurred not only in conventional (non-Islamic) banks but also in Islamic banks. Islamic banks in Indonesia are actively involved in charities, donations, education scholarships, and other social activities to help people in need. Islamic bank's corporate social responsibility activities are consistent with the principles of Islam that require any individual or institution to pursue fairness and justice in every aspect of life. Like a conventional or non-Islamic bank, an Islamic bank also provides lending, borrowing, and investment activities. However, the main difference between the two banks is that the Islamic bank does not charge interest in its loan transactions and provide profit and loss sharing principles. This principle enables the market to control the efficiency of capital rather than fixing it as an "interest rate" that damages the free market instrument and leads to speculative actions (M Khan & Bhatti, 2008). The Islamic bank confirms the optimal rate of capital invention, and its efficiency leads to sustainable economic growth and fair prospects for all. Furthermore, the Islamic bank is value-based and prioritizes the individual and society's moral and material well-being at large (Siddiqi, 2000). The Islamic bank takes contracts or agreements between providers and users of funds to manage the risk.

Based on the history of Islam, the practice of the Islamic economy, which later created the form of bank was introduced in the period of the Prophet of Muhammad SAW (PBUH) in the 7th century. Islamic bank officially traded in the early 1960s with the establishment of the Mitt Ghamir bank in Egypt, which was the first bank operating on Islamic principles in the modern era. Since then, Islamic banks have grown significantly across the world (Siddiqi, 2000, 2006). Islamic banks are well-known for their ethical norms and social commitment (Basah & Yusuf, 2013; Siddiqi, 2006; Warde, 2000). The existence of Islamic banks has provided alternative investment and business activities

such as murabahah (cost-plus sale), mudharabah (silent partnerships), musyarakah (full partnerships) ijarah (leasing), and takaful (insurances) apart from deposit and lending transactions to Muslim people around the world including people living in Indonesia.

Like Islamic banks, non-Islamic banks also provide products and services such as deposits, loans, remittances, insurances, and others to their customers. However, the main difference between both banks is that non-Islamic banks charge interest on their loan activities to their customers, whereas Islamic banks do not charge interest. Furthermore, non-Islamic banks do not have prohibitions when doing business with any specific industry, such as the gambling and alcohol industries. On the other hand, Islamic banks prohibited their assets from being invested into an industry such as gambling and alcohol. The main reason for this policy is that the gambling and alcohol industries bring more harm to people than the benefit. In addition, non-Islamic bank's business and assets are built on debt capitalization, while Islamic banks built their business and assets based on mutual respect and equity.

In Indonesia, non-Islamic banks operated earlier than Islamic banks, having been operating for more than 100 years. Islamic banks were first established in the early 1990s under the name of bank Muamalat. In terms of assets and market share, non-Islamic banks in Indonesia control 95 % nationally, and the remaining goes to Islamic banks. Although Indonesia is the largest Muslim country in the world, the national market share of Islamic banks for deposits and credits only account for 5.24 % and 5.21 % respectively (Suzuki, Uddin, & Sigit, 2019). These figures show that Muslims in Indonesia still prefer to keep their money and perform their business transactions in non-Islamic banks. This happens in Indonesia because people are more familiar with non-Islamic banking institutions than with Islamic banks.

1.5.3 Corporate social responsibility and human resources practices globally

Human resources and corporate social responsibility have recently become one of the trending topics in research. These studies stress the importance of the role of human resources in companies that are implementing corporate social responsibility initiatives or programs (Fuentes-García, Núñez-Tabales, & Veroz-Herradón, 2008; Garavan & McGuire, 2010; Gond et al., 2011). Furthermore, human resources play a vital role in determining the engagement and the benefit between companies and their stakeholders (Fenwick & Bierema, 2008; Glade, 2008). In other words, corporate social responsibility and human resources are linked closely to create a better ethos within organizations that benefits both parties, the company, and its internal and external stakeholders.

Some academic scholars also examined other impacts of corporate social responsibility on human resources, specifically prospective job applicants (Albinger & Freeman, 2000; Gomes & Neves, 2011; Greening & Turban, 2000; Tadjewski, 2016). These studies pointed out the positive impact

of corporate socially responsible activities on organizational attractiveness to potential employees. This finding supports another study conducted by C. B. Bhattacharya, Sen, and Korschun (2008) who argued that the socially responsible organization maintains an appropriate, convincing, and more effective way to attract and retain potential employees (human resources). Further, Sen and Bhattacharya (2001) argued that the consumers' sense of well-being and enhanced consumer self-respect can be related to organizational attractiveness of socially responsible institutions. Finally, corporate social responsibility is believed to have a positive impact not only on the organizations but also for all stakeholders including potential employees (Greening & Turban, 2000; Kramer & Porter, 2011).

Although there are numerous studies of corporate social responsibility, organizational attractiveness, and job seekers' perceptions of corporate social responsibility over the last decades (Aiman-Smith, Bauer, & Cable, 2001; Albinger & Freeman, 2000; Ehrhart & Ziegert, 2005; Greening & Turban, 2000), most of those studies occurred in the Western countries, such as in the US and Europe. Similar research has not been undertaken in developing countries such as Indonesia. Specifically, this current research is the first to examine corporate socially responsible activities and organizational attractiveness in Islamic and non-Islamic banks through job seekers' perceptions. This thesis, therefore, contributes significantly to the understanding of corporate socially responsible activities of human resources in the dual banking system in Indonesia (Islamic and non-Islamic banks).

1.5.4 Organizational attractiveness

Organizational attractiveness is a crucial element in job recruitment and also as a marketing tool. Employees' perceptions of organizational attractiveness show a positive relationship with the job choice decision (Gomes & Neves, 2011). Several studies found that factors such as the employer's brand and reputation influence organizational attractiveness (Lievens & Highhouse, 2003; Turban & Greening, 1997). Other studies indicate that job characteristics (Lievens, Van Hove, & Schreurs, 2005) and organizational attributes (Albinger & Freeman, 2000) influence organizational attractiveness. Furthermore, the studies indicate that job seekers evaluate the job vacancies based on job characteristics and organizational attributes, which leads to the perception of organizational attractiveness. In turn, organizational attractiveness will influence job seekers' intention to apply for jobs (Gomes & Neves, 2011).

Previous studies showed the positive relationship between organizational attractiveness and corporate social responsibility in developed countries (Albinger & Freeman, 2000; Greening & Turban, 2000; Lievens et al., 2005), but there is a paucity of such studies in developing countries. In Indonesia, research on organizational attractiveness and corporate social responsibility is minimal.

This thesis investigates whether early career job seekers are attracted to work in Islamic or non-Islamic banks that are actively involved in corporate socially responsible activities in Indonesia. As the pioneer in this field and in the context of Indonesia, this thesis provides important information for Islamic and non-Islamic banks when considering corporate social responsibility as a medium of attractiveness when recruiting future employees especially early career job seekers (graduating students) in Indonesia. Therefore, this study is important.

1.5.5 Intention to apply

Intention to apply is part of the recruitment process in human resources management practices. Human resource experts state that many companies take various ways to hire professional staff. Companies provide information about better career prospects, realistic job previews, and the company's superior orientation (Hiltrop, 1999). Ramasamy, Yeung, and Yuan (2008) reveal that companies with a good image and offering better future opportunities attract job seekers to pursue their intention to apply. Other researchers found that job seekers are attracted to a company's good image and future jobs prospects (Dion, Derr, Anderson, & Pavetti, 1999), which determine their intention to apply for the job (Casper & Buffardi, 2004; Lin, Tsai, Joe, & Chiu, 2012; R.-T. Wang, 2013).

Although job seekers' intention to apply for jobs has been explored widely, such studies have occurred mainly in developed countries. Few researchers have conducted a study of job seekers' intention to apply for a job in developing countries (Lin et al., 2012; R.-T. Wang, 2013). Lin et al. (2012) and R.-T. Wang (2013) conducted their studies in Taiwan. Their targeted participants were MBA students from different universities. Most of these MBA students had previous work experiences or were currently working. Based on their findings, Lin et al. (2012) and R.-T. Wang (2013) argued that corporate citizenship performance positively affects firms' attractiveness to potential job seekers. Furthermore, they described firms' attractiveness as good corporate image and promoting expected career scenarios, which influenced potential job seekers to pursue their intention to apply (Lin et al., 2012; R.-T. Wang, 2013). In addition, their study also pointed to the roles of perceived economic and legal citizenship that support the theory of attractiveness of job seekers when seeking employment (Lin et al., 2012; R.-T. Wang, 2013). This thesis also investigated corporate social responsibility and organizational attractiveness in a developing country. However, this thesis explored the perception of early career job seekers (undergraduate students with less work experiences) from different universities in Indonesia toward corporate social responsibility and organizational attractiveness specifically in Islamic and non-Islamic banks. In Indonesia, attracting and recruiting future potential employees for banking institutions is critical. Successfully influencing potential early career job seekers to apply and work for jobs, enable the banks to remain competitive

and sustain the business in the future. The focus of this thesis on undergraduate students from a unique country and their perceptions of a specific sector (the banking sector including Islamic and non-Islamic banks) makes this thesis different from the previous studies. This thesis enriches the literature of corporate social responsibility and organizational attractiveness of both Islamic and non-Islamic banks not only in Indonesia but also globally.

1.5.6 Signalling theory

This thesis used signalling theory, which has been widely used in social science literature (Celani & Singh, 2011; Gully, Phillips, Castellano, Han, & Kim, 2013). Signalling theory in the recruitment process refers to information available and interpreted by firms and job seekers. Rynes (1989) explained that signalling theory shows how applicant attractiveness to employing organization could, in part, be influenced by information, or signals, about an organization's characteristics, disclosed during the recruitment process. Celani and Singh (2011) pointed out that the signal would influence the recruitment outcomes both at an organization level (job seekers pool quantity and quality) and at an individual level (the use of a composition approach). At the organization-level, job applicants could be asked about their perception of the signals from the organization based on activities such as recruitment advertising. At the individual level, the signals could be obtained from job applicant inferences, applicants' organizational identification, and applicant attraction outcomes (Celani & Singh, 2011).

One of an organization's identifiable factors that has significantly influenced potential job seekers and existing employees in the last few decades is corporate social responsibility (Connelly, Certo, Ireland, & Reutzel, 2011; Greening & Turban, 2000). Corporate social responsibility practiced by an organization could be a positive signal for potential job seekers, enabling them to evaluate if the organization is a good place to work (Connelly et al., 2011). Furthermore, Connelly et al. (2011) argued that factors other than financial rewards and career path progression such as corporate social responsibility are essential in attracting future job seekers to join the organization. This thesis used job advertisements as a signal to early career job seekers to evaluate whether the corporate social responsibility of Islamic and non-Islamic banks in Indonesia could influence their intention to apply when seeking employment. This is consistent with previous studies showing that job advertisements are an important factor that provided a source of information or signal generating initial perceptions in potential job seekers (Barber & Roehling, 1993; Breaugh & Starke, 2000) cited in Gully et al. (2013).

1.6 Method

This thesis used a mixed-method approach, the concurrent triangulation design model by Creswell (2003). The mixed-method research has been widely used in social research (Creswell, Plano Clark, Gutmann, & Hanson, 2003; Fetters, Curry, & Creswell, 2013). This thesis selected concurrent triangulation design, which comprised parallel data collection both quantitative and qualitative approach. Furthermore, the choice of mixed-method approach with triangulation design model reduces the potential for common method variance or bias in data analysis and interpretation. Researchers agreed that common method variance is a potential problem in social science study because it is one of the main sources of measurement error (Podsakoff, MacKenzie, Lee, & Podsakoff, 2003; Reio Jr, 2010). The error or bias results from a number of factors, including using instruments with similar structures as the sole method of data collection, the lack of flexibility in response type, and data provided from a single source or research instrument (Podsakoff et al., 2003). Mixed-method approach with a triangulation design, on the other hand, has different methods of data collection, flexibility of response type, and allows for triangulation of data from multiple sources. Therefore, by using the mixed-method approach with triangulation design by Creswell et al. (2003), this thesis avoids the potential bias in data analysis and interpretation.

The researcher distributed a survey questionnaire and job advertisements face to face to participants from selected universities in Indonesia. The data collection from survey questionnaires were analysed using SPSS through multiple regression tests. The researcher also conducted focus group interviews for the qualitative approach. The data collection from the focus group n were analysed using the template analysis method. This thesis has two studies; study one, which is a quantitative study and study two, which is a qualitative study. There were four universities selected to participate in this study. They were non-Islamic University A, non-Islamic University B, Islamic University A and Islamic University B. There were 283 respondents participating in the survey questionnaire and 28 respondents in focus group interviews. This thesis used purposive sampling technique to accommodate the representative Islamic and non-Islamic aspects both in banking sectors (Islamic and non-Islamic banks) and universities (Islamic and non-Islamic universities) in Indonesia. .

1.6.2 Study One

Study One in this thesis used a quantitative method through a survey. The questionnaires were distributed to the final year business and economic students (early career job seekers) in selected universities in Indonesia. This method is consistent with the methodology of a previous study conducted by S.-Y. Kim and H. Park (2011). These early career job seekers evaluated four job advertisements for entry-level positions in Islamic and non-Islamic banks in Indonesia. The job

advertisements differed only in terms of the nature of the banks and the level of corporate social responsibility performance. The participants were asked to evaluate each bank in terms of corporate social responsibility performance, organizational attractiveness, intention to apply, and attribution of corporate social responsibility. Also collected in this thesis was information on the respondents' gender, religiosity, and knowledge of the importance of corporate social responsibility to employees.

1.6.3 Study Two

Study Two in this thesis used a qualitative method. In this study, the researcher conducted focus group interviews with selected participants from selected universities in Indonesia. A qualitative method focuses on the transcript and image data. Also, a qualitative method has a single phase in data analysis and draws on a variety of investigative approaches (Creswell, Klassen, Plano Clark, & Smith, 2011). The data collected in this second study was analysed using template analysis (N King, 2012).

1.6.4 Measures

This thesis has independent and dependent variables. The independent variables consist of *gender, religiosity, and the importance of corporate social responsibility to employees*, while dependent variables cover *corporate social responsibility perception, organizational attractiveness, and intention to apply*. All dependent variables in this thesis were measured by using a 5-point Likert scale, consistent with previous studies (Allport & Ross, 1967; Highhouse, Lievens, & Sinar, 2003; Singhapakdi, Vitell, Lee, Nisius, & Grace, 2013; T. L. P. Tang, 1992; Turker, 2009; Yoon, Gürhan-Canli, & Schwarz, 2006).

Independent variables

Islamic and non-Islamic universities in Indonesia

The use of higher education institutions such as a university in research is not uncommon. Furthermore, the study of corporate social responsibility and the perception of university students has become an interest of many academic scholars (J. Ahmad, 2012; González-Rodríguez, Díaz-Fernández, Pawlak, & Simonetti, 2013; Leveson & Joiner, 2014). González-Rodríguez et al. (2013) found that universities as institutions and the students as individuals play vital roles in educating the stakeholders at large about the benefit of implementing corporate social responsibility. González-Rodríguez et al. (2013) argue that university students are tomorrow's business leaders, so it is essential for universities and students to understand the concept of corporate social responsibility and its implementation.

In this thesis, the researcher divided the higher education institutions into two different groups, Islamic and non-Islamic universities in Indonesia. The universities were selected by purposive

sampling to address the research questions of this thesis. As Indonesia has the largest Muslim population globally, the researcher needs to include Islamic and non-Islamic universities.

Gender

This thesis used the variable of gender because it is widely used in social sciences research. Furthermore, gender is considered of critical importance in corporate social responsibility literature (Calabrese, Costa, & Rosati, 2016; Grosser, 2009). Previously, the term, gender, was used interchangeably with the term, “sex”; however, in the last decade, the researchers have used the term, “gender,” referring to male and female (Lämsä & Savela, 2014; Pérez & Del Bosque, 2013).

Religiosity

This thesis measured religiosity and its influence on the perceptions of early career job seekers about corporate social responsibility activities and organization attractiveness in Islamic and non-Islamic banks in Indonesia. The variable of religiosity has been widely used in social sciences academic literature. In this thesis, the variable of religiosity was used in both intrinsic and extrinsic orientations, which is consistent with previous studies (Allport & Ross, 1967; R. A. Hunt & King, 1978; Kirkpatrick & Hood Jr, 1990). The study conducted by Allport and Ross (1967) is the most comprehensive. Therefore, this thesis uses the combination of intrinsic and extrinsic religiosity developed by Allport and Ross (1967) as the measure.

The importance of corporate social responsibility to employees

Previous studies show that corporate social responsibility activities positively influence employee turnover, recruitment, job satisfaction, retention, and organizational commitment (Aguilera et al., 2007; Greening & Turban, 2000). Greening and Turban (2000) argue that a company’s social responsibility performance could create an excellent corporate image that ultimately could attract potential job applicants. According to signalling theory, job applicants are interested in working within an organization with an excellent corporate image or reputation (Aguilera et al., 2007; Maignan & Ferrell, 2004). Therefore, corporate social responsibility is an essential factor for employees, including potential job seekers. This thesis used the importance of corporate social responsibility as one of the independent variables to test its influence on early career job seekers’ perceptions about the corporate social responsibility of Islamic and non-Islamic banks and their organizational attractiveness.

Dependent variables

Corporate social responsibility

This thesis measured corporate social responsibility based on the scales developed by Turker (2009). However, this thesis used only ten of the forty-two items in Turner's corporate social responsibility scales. The corporate social responsibility items were rated on a five-point Likert scale ranging from "strongly disagree to strongly agree."

Organizational attractiveness

The organizational attractiveness variable was used to assess the participants' (early career job seekers) perceptions of the organizational attractiveness of Islamic and non-Islamic banks. The measure of organizational attractiveness used items from Highhouse et al. (2003) scale. Each item was rated on a five-point Likert scale starting from "strongly agree to strongly disagree."

Intention to apply.

The variable of intention to apply was considered necessary in this study to measure the intention of early career job seekers to apply for a job after being attracted to a particular organization. The items used were adopted from Highhouse et al. (2003). Five items were measured on a five-point scale ranging from "strongly disagree to strongly agree."

1.6.5 Data analysis

This thesis used various techniques to analyse the data. The quantitative study (Study 1) applied an independent sample T-test, analysis of variance (ANOVA), and multiple regression using the Statistical Package for the Social Sciences (SPSS). The data from the qualitative study (Study 2) was analysed using template analysis (Nigel King, 2012) to interpret the information.

1.7 Outline of the Thesis

The items below are the outline of this research as follows:

- Chapter 1 Introduction
- Chapter 2 Justification for the research / Literature review
- Chapter 3 Methodology
- Chapter 4 Study One – Quantitative study (survey questionnaire)
- Chapter 5 Study Two – Qualitative study (focus group interviews)
- Chapter 6 Discussion and conclusions

1.8 Definitions

The following keywords and definitions are used throughout this thesis.

Corporate social responsibility is an activity by an organization that aims to positively impact the bottom line, economy, society, and the environment through transparent and ethical behaviour that contributes to sustainable development, including the health and welfare of society.

Islamic bank operates on the principles of Islam that prohibit interest charges and interest income, pursues transparency, justice, and fairness to all stakeholders, and applies the concept of profit and loss sharing (equitable position between the bank and customers).

A non-Islamic bank or conventional bank is a bank that operates in the interest of shareholders to maximize profit and the wealth of the shareholders. Unlike the Islamic bank, conventional banks charge interest in their operations.

Organizational attractiveness is an employee's expectation of benefits when working for a specific organization, such as a good salary, excellent career prospects, location, and other benefits.

Intention to apply refers to job seekers' behaviour to pursue their interest to apply when seeking employment.

In this context, **early career job seekers** refer to graduating university students who are seeking an employment opportunity, particularly in the banking sector in Indonesia.

1.9 Delimitations of Scope and Key Assumptions, and their Justifications

This thesis focuses on early career job seekers' perceptions of corporate social responsibility activities, organizational attractiveness, and intention to apply in Islamic and non-Islamic banks in Indonesia. The independent variables include gender, religiosity, and the importance of corporate social responsibility. In contrast, the dependent variables are the perception of corporate social responsibility, organizational attractiveness, and intention to apply for a job. Although the thesis covers Islamic banks, traditional banks with Islamic divisions, and purely traditional banks, the focus is predominantly on Islamic banks.

The researcher was able to distribute questionnaires and conduct focus group interviews at selected universities and with early career job seekers (graduating students) with the support of the researcher's network of colleagues in Indonesia. The researcher was an academic staff member in one of the universities in Indonesia before moving to Australia. Due to the limitation of funds and time, this was the most reasonable approach for this thesis. The target universities were in Jakarta and Makassar.

The thesis will enrich the literature on corporate social responsibility, human resources and organizational attractiveness in relation to early career job seekers' perceptions of corporate social responsibility practices in Islamic and non-Islamic banks in Indonesia.

1.10 Conclusion

This chapter provided information about the background of the research both in the global context and the local (Indonesian) context of corporate social responsibility, human resources practices, and banking institutions. The chapter also presented the research problems and research issues related to early career job seekers' perception of corporate social responsibility and the organizational attractiveness of Islamic and non-Islamic banks in Indonesia. The research contributions made by this thesis, and justification of the methodology, and limitations of this research were also covered. The thesis continues with a detailed review of the literature and an explanation of the research.

2. Literature Review

2.1 Introduction

This chapter assesses the literature on corporate social responsibility, organizational attractiveness, intention to apply, job seekers, and the Indonesian banking sector, including both Islamic and non-Islamic banks. Next, it reviews the theories and models related to corporate social responsibility and details Spiller's model (2000) of corporate social responsibility that was adopted as the basis of this thesis. This chapter also identifies the gap in the existing literature, which is filled by this research on corporate social responsibility and organizational attractiveness to a potential employee.

2.1.1 Background of corporate social responsibility

Corporate social responsibility as a concept has gained distinction in business practices and the academic world in the last few decades. Since Bowen (1953) wrote about socially responsible businesspersons, more managers in different types of corporations today consider corporate social responsibility as a key for sustainability (Clinton, 2009; Kolk, 2016; Margolis & Walsh, 2003). Through corporate social responsibility, corporations build and sustain good relationships with both internal and external stakeholders, not only maximizing the benefit for the shareholders but also providing a positive contribution to their employees, suppliers, and the outside communities. The companies realize that giving something positive back to both internal and external stakeholders could sustain their businesses in the long-term. Austin and Reficco (2008) found that corporations are aware of the importance of human development and promotion of welfare in the society. Furthermore, corporations realize that sharing the benefit with stakeholders also positively influences the corporations' performance.

The study of corporate social responsibility and other areas have also been an interest of many academic scholars. They argue that corporate social responsibility can have a positive influence on many aspects of business organization. There are studies of corporate social responsibility and purchase intention (Dodd & Supa, 2011), corporate social responsibility and financial performance (Saeidi et al., 2015; Van Beurden & Gössling, 2008), corporate social responsibility and corporate governance (Chan, Watson, & Woodliff, 2014; Mason & Simmons, 2014; Young & Thyil, 2009), corporate social responsibility and government (Knudsen, Moon, & Slager, 2015; Steurer, 2010), corporate social responsibility and human resources management (Inyang, Awa, & Enuoh, 2011; McWilliams & Siegel, 2000; Voegtlin & Greenwood, 2016), and corporate social responsibility and organizational attractiveness to potential job seekers (Gomes & Neves, 2011; Greening & Turban, 2000; S.-Y. Kim & H. Park, 2011; Story et al., 2016). However, most corporate social responsibility

studies are a focused on organizational and institutional levels. Furthermore, these studies have mostly focused on developed countries rather than developing countries.

One of the areas related to corporate social responsibility that has gained the attention of academic scholars in recent years is organizational attractiveness and potential employees or job applicants, although research is still insufficient. Greening and Turban (2000) argue that corporate social responsibility could influence the perception of job applicants in seeking employment opportunity in a business organization. They further explain that companies with a good reputation in corporate socially responsible activity might have an opportunity to attract more potential employees. Other scholars have also found that corporate social responsibility enables companies to develop better relationships with their primary stakeholders, such as customers and employees, helping them to develop intangible and valuable assets that can be the sources of competitive advantage for a long-term goals (Albrecht, Bakker, Gruman, Macey, & Saks, 2015; Hillman & Keim, 2001).

There are several studies about corporate social responsibility and human resources, particularly with job seekers (Barrena-Martínez, López-Fernández, Márquez-Moreno, & Romero-Fernández, 2015; Greening & Turban, 2000; Luce, Barber, & Hillman, 2001). However, most of these studies focus on developed countries rather than developing countries. There is also a need for the study of corporate social responsibility and job applicants in industries such as banking institutions. It is known that banks play an important role in developing the economy of a nation. In Indonesia, as one of the developing countries, for example, much depends on the participation of its banking institutions in support of the economic growth of the nation. Furthermore, it is widely known that banking institutions in Indonesia are heavily investing in human capital. Therefore, attracting and retaining highly skilled employees are crucial for their success in the long-term. However, in most cases, banks do not realize that corporate socially responsible activities facilitate attraction and retention of highly skilled people (Greening & Turban, 2000; Sinha & Israel, 2018). In Indonesia, most early career job seekers' (fresh graduate students) do not consider corporate social responsibility as a priority when seeking employment, particularly in the banking sector. Instead, their primary concerns are a high paid salary, good career path, and good health care insurance cover (Ertas, 2015).

This thesis investigates the perceptions of early career job seekers of corporate social responsibility and attractiveness in Islamic and non-Islamic banks in Indonesia. It is an essential study, as no similar research was found. In its focus on individuals, this thesis responds to Aguinis and Glavas (2012) encouragement to focus on the individual level rather than organizational and institutional levels in the study of corporate social responsibility. Furthermore, this thesis aims to increase awareness among the early career job seekers to consider corporate social responsibility as their preferences

when they are looking for job opportunities particular in the banking industry When the banking industry's corporate socially responsible activities positively influence the perception of job seekers, their capacity to attract and retain highly skilled employees may be enhanced.

2.2 Development of Corporate Social Responsibility Models

Several different models of corporate social responsibility have been developed by scholars over the years and some of these are discussed below.

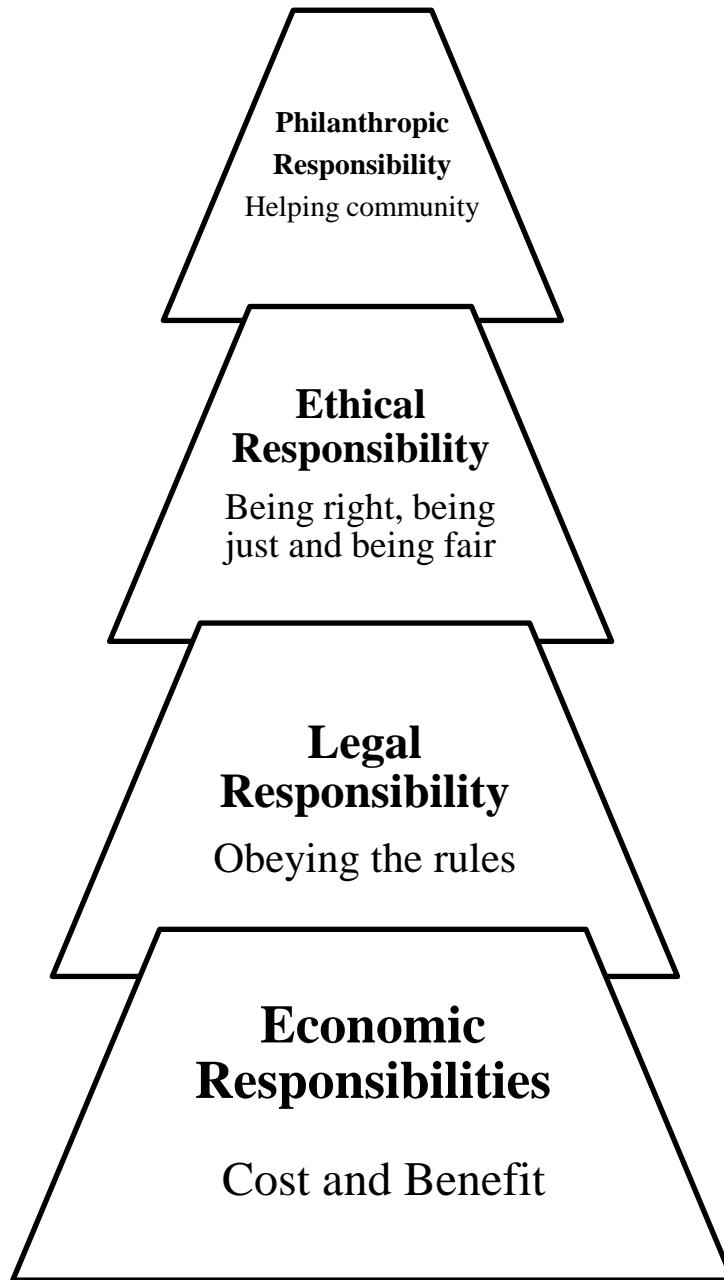
2.2.1 Bowen's (1953) model

The concept of corporate social responsibility was firstly formulated by Bowen (1953), who defines corporate social responsibility as the obligation of a businessperson to meet the objectives and values of society at large (Falck & Heblich, 2007; M. T. Khan, Khan, Ahmed, & Ali, 2012; Sheehy, 2015). Bowen's concept became the starting point of the modern idea of corporate social responsibility. Since then, academic scholars have expanded the concept to cover not only individual businesspeople but also institutions and corporations Davis (1967).

2.2.2 Carroll's (1979) model

Carroll (1979) created a corporate social responsibility model which covers four elements: *economic, legal, ethical and discretionary responsibilities*. This model comprises social contract and moral agency, social responsiveness, and management of social issues. Later, the term "*discretionary responsibilities*" was revised to "*philanthropic responsibilities*" and the four elements were remodelled as a "pyramid". This means social responsible behavior will exist if all elements are integrated with each other (Carroll, 1983, cited in I. Freeman and Hasnaoui (2011). Figure 2.1 illustrates the pyramid of corporate social responsibility developed by Carroll in 1991.

Figure 2-1 Carroll's pyramid model of corporate social responsibility



Source: Adapted from Carroll (1991)

Economic responsibilities mean that the business organization has the purpose of producing goods and services and creating an acceptable profit which can maximise the shareholders' wealth (Carroll, 1991). With regard to *legal responsibilities*, according to (Carroll, 1991), the business organization should comply with all laws and regulations of the local government, including those related to the process of producing goods and services. With regard to *ethical responsibilities*, the business organization should acknowledge that corporate reliability and morality go beyond the laws and regulations. Further, the business organization should also recognize the moral norms applied in society (Carroll, 1991). The last category is *philanthropic responsibilities*. This category encourages

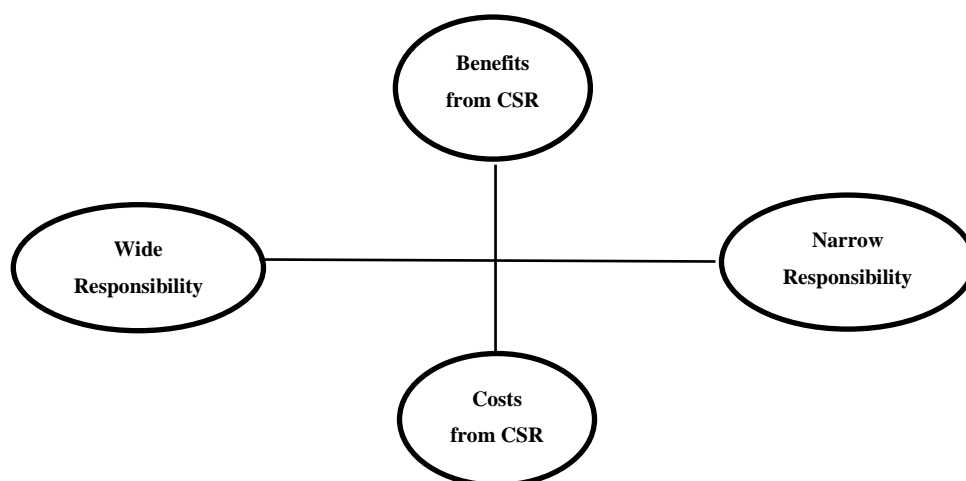
the business organization to provide support to the community at large, such as charitable activities, sponsoring private and public schools and protecting the environment for quality of life (Carroll, 1991).

Carroll (1991) pyramid of corporate social responsibility is one of the original examples of a responsibilities structure for a business organization. However, some scholars argue that Carroll (1991) pyramid of corporate social responsibility has limitations. Campbell (2007), for example, argued that the business organization would not be able to conduct social responsibility if the economic foundation or performance was low. Campbell (2007) suggests that a company's self-interest leads to corporate socially responsible performances for stakeholders and not just for economic reasons.

2.2.3 Quazi and O'Brien's (2000) model

Quazi and O'Brien (2000) propose a two-dimensional model of corporate social responsibility, with horizontal and vertical axes. The first dimension is the horizontal axis, which is divided into narrow responsibility and wide responsibility. Narrow responsibility refers to the company's short-term objectives (profit maximization), whereas wide responsibility refers to the company's social responsibility to stakeholders such as donations, community development and environmental protection (Quazi & O'Brien 2000). The second dimension is the vertical axis, which includes the benefits and costs of corporate social responsibility actions. Figure 2.2 shows the model proposed by Quazi and O'Brien (2000).

Figure 2-2 Quazi and O'Brien's corporate social responsibility model



Source: Quazi and O'Brien (2000)

2.2.4 Frederik's (2006) model

The consumer-driven corporate responsibility (CDCR) model focused on the role of consumers in social and environmental issues faced by corporations (Frederik 2006). Profitability could only be achieved if the customer base was increased, which in turn creates corporate social responsibility actions. The CDCR model will attract customers to be loyal and ultimately generate more income or profit to the corporations. This model claimed to address the issues of the social responsibility of corporations most comprehensively.

2.2.5 Meehan et al.'s (2006) model

Meehan et al. (2006) proposed the 3C-SR model, which linked ethically aware stakeholders (consumers) to concurrently accomplish economic and social objectives. Meehan et al. (2006) argue that the 3C-SR model postulates a competitive advantage through social resources which came from three inter-related elements: (1) ethical and social commitments, (2) connections with partners in the value network, and (3) consistency of behaviour over time to build trust. Ethical and social commitments as the first element signify the ethics element of social resources. They refer to the moral values and social purposes the firm espouses and are demonstrated in its operation, strategic purposes, strategy programs, managerial policies and business culture (Meehan et al. 2006). The second element of the 3C-SR model is the connection with partners in the value network. The connection is based on a joint implementation of a socially oriented value network related to stakeholder approach to ensure mutuality of interest and identical commitment shared across the value network (Meehan et al. 2006). The last element of the 3C-SR model is consistency of behaviour through the interactive foundations of social capital over time and through all sides of a business operation (Meehan et al. 2006). It is important for the organization to carefully choose business partners that also have strong social commitment in order to maintain business sustainability.

2.2.6 Aras and Crowther's (2009) model

Aras and Crowther (2009) propose a corporate social responsibility model called sustainability development. This model focuses on corporate social responsibility and sustainability. Aras and Crowther (2009) argue that sustainability development is more than just addressing the interest of stakeholders against the shareholders; rather, it focuses more on the long-term sustainability of resources utilisation. Due to the lack of full understanding of the definition of sustainability, particularly sustainable development, much corporate planning and reporting provide misleading or confusing information. As more corporations in the world are aware of the importance of being socially responsible organizations, it is important that they understand the concept of sustainability

development and its impact on their business operations and also on the stakeholders (Aras & Crowther, 2009).

2.3 Definitions of Corporate Social Responsibility

The European Union Commission defines corporate social responsibility as “a concept whereby companies integrate social and environmental concerns in their business operations and in their interaction with their stakeholders on a voluntary basis” (European Commission, 2001 cited in (Dahlsrud, 2008). Davis (1973) defines corporate social responsibility as a company’s consideration of matters beyond its financial, technical, and legal requirements in order to achieve social and environmental advantage beside the traditional economic gains which corporations pursue (Sprinkle & Maines, 2010). Maignan and Ferrell (2004) defined corporate social responsibility as a company’s social obligation to stakeholders, as part of the ethics-driven managerial process.

Van Marrewijk (2003) defines corporate social responsibility as a company’s consideration of social and environmental issues in their business operations and their interactions with their stakeholders. Other scholars describe corporate social responsibility as involving activities such as fair treatment of customers and employees, support of community events, preservation and protection of the natural environment, support of the education, and more (Alniacik, Alniacik, & Genc, 2011). J. McGuire (1963) mentions that social responsibility requires companies to be responsible to society beyond their financial performance and legal obligations. Mohr, Webb, and Harris (2001) describe corporate social responsibility as an organizational commitment to eliminate any harmful effects and to optimize long-run beneficial impacts on the community. Pohl (2006) defines corporate social responsibility in terms of values, norms, beliefs, and attitudes, rather than of the content of practical actions.

Although corporate social responsibility has become the subject of lengthy theoretical and practical debate, there is no universal definition agreed in academic literature. One of the reasons for this condition is the different perceptions among academic scholars about the content of corporate social responsibility. In academic literature, there are more than forty definitions of corporate social responsibility (Dahlsrud, 2008). According to Dahlsrud (2008), this plethora arises from the different methodologies and individual academic perspectives adopted to develop these definitions. In general, corporate social responsibility can be concluded as “doing the good thing to stakeholders” by corporations (Carroll, 1991; Donaldson & Davis, 1991; Jennings & Zandbergen, 1995; Wood & Jones, 1995). Table 2.1 shows some additional definitions of corporate social responsibility, based on the study by Dahlsrud (2008).

Table 2-1 Definitions of corporate social responsibility

Source	Corporate social responsibility involves:	Dimension
Jones, 1980	Corporations have an obligation to constituent groups in society other than stockholders and beyond that prescribed by law or union contract, indicating that a stake may go beyond mere ownership.	Voluntary and stakeholders
Frederick et al., 1992	a principle stating that corporations should be accountable for the effects of any of their actions on their community and environment.	Stakeholder, social, and environmental
Rader, 1994	the way a company conducts its internal operations, including the way it treats its work force, and its impact on the world around it.	Stakeholder, social, and environmental
Khoury et al., 1999	the overall relationship of the corporation with all of its stakeholders, including customers, employees, communities, owners/investors, government, suppliers and competitors. Elements include investment in community outreach, employee relations, creation and maintenance of employment, environmental stewardship and financial performance.	Stakeholder, social, environmental and economic
Kilcullen & Kooistra, 1999	the degree of moral obligation that may be ascribed to corporations beyond simple obedience to the laws of the state.	Voluntariness
Woodward-Clyde, 1999	a “contract” between society and business wherein a community grants a company a license to operate and in return the matter meets certain obligations and behaves in an acceptable manner.	Stakeholder.
Piacentini et al., 2000	the voluntary assumption by companies of responsibilities beyond purely economic and legal responsibilities.	Voluntariness
Foran, 2001	the set of practices and behaviors that firms adopt towards their labour force, towards the environment in which they operations are embedded, towards authority and towards civil society.	Stakeholder, Social and Environmental
Jackson & Hawker, 2001	how you treat your employees and all your stakeholders and the environment.	Stakeholder, Social, Environmental
Marsden, 2001	the core behaviour of companies and the responsibility for the total impact on the societies in which they operate. CSR is not an optional add act of philanthropy.	Social, environmental, and economic
McWilliams & Siegel, 2001	Actions that appear to further some social good, beyond the interest of the firm and w what is required by law.	Voluntariness and Social
Pinney, 2001	a set of management practices that ensure companies minimize the negative impact of its operation on society while maximising its positive impact.	Social

Source	Corporate social responsibility involves:	Dimension
Lea, 2002	businesses and other organizations going beyond legal obligations to manage the impact they have on the environment and society. In particular, this could include how organizations interact with their employees, suppliers, customers, and the communities in which they operate, as well as the extent they attempt to protect the environment.	Voluntary, stakeholder, social, environmental
Andersen, 2003	extending the immediate interest from oneself to include one's fellow citizens and the society who one is living and is a part of today, acting with respect for the future generation and nature.	Stakeholder, social, and environmental
Hopkins, 2003	treating the stakeholders of the firm ethically. "Ethically responsible" means treating stakeholders in a manner deemed acceptable in civilized societies. "Social" includes economic responsibility.	Voluntary, stakeholder, social, and economic

Source: Dahlsrud (2008)

The definition of corporate social responsibility applied in this thesis is found in the study by Khoury, Rostami, and Turnbull (1999), which argues that corporate social responsibility is about building a positive relationship between the firms and their stakeholders, including customers, employees, communities, owners/investors, government, suppliers and competitors, as summarised in Table 2.1 above. The reason for choosing this definition is that it includes employees as one of the stakeholders that could influence the organization. This thesis focuses on human resources, particularly early career job seekers or future potential employees in the banking sector, and their perceptions about corporate social responsibility. Employees have recently been included as stakeholders in stakeholder theories, which renders these theories relevant to this discussion of corporate social responsibility, as shown in the following section.

2.4 Theories of Corporate Social Responsibility

2.4.1 Stakeholder theory

In recent times the stakeholder view of corporate social responsibility has expanded to include additional stakeholder areas prompted by individual responses to a company's corporate socially responsible activities (R. E. Freeman & Moutchnik, 2013; Mason & Simmons, 2014; Sen, Bhattacharya, & Korschun, 2006). Stakeholder theory can embrace consumer perception, consumer intention to purchase the products, potential investors, and even potential employees. In this thesis, the researcher focuses on stakeholder theory related to potential employees in socially responsible companies.

Stakeholder theory has recently gained significant attention in the business and management literature (Blok, Hoffmans, & Wubben, 2015; Fernando & Lawrence, 2014; Jamali, 2008). Stakeholder theory was first introduced in the mid-1980s (R. E. Freeman, 1984). According to R. E. Freeman (1984), the company should reconsider the scope of external stakeholders beyond the existing ones (shareholders, customers, employees). This concept has become the foundation of efforts to define and develop stakeholders theories and models (Clarkson, 1995). Subsequently, the stakeholder theory expanded into a new direction. Foster and Jonker (2005) argue that stakeholders could affect the success of the firm in maximising shareholder wealth. Others point out that stakeholders could significantly increase the company's value-added (Wallace, 2003). However, some researchers have a different perspective on stakeholder theory. (Brenner & Cochran, 1991), for example, propose a stakeholder theory of the company comprising two objectives: organizational operations and organizational behavior. Others perceive stakeholder theory as an interest of the company electorates (J. Wang & Dewhirst, 1992).

The term "stakeholder" is defined as the individuals or groups that can affect the firms in achieving their goals (Fontaine, Haarman, & Schmid, 2006; R. E. Freeman, 1984). Other researchers also agree that stakeholders are the critical element of the firms and can positively or negatively influence business activity (Choi & Wang, 2009; Taghian, D'Souza, & Polonsky, 2015). Stakeholders can be individuals, customers, suppliers, government, employees, and even the environment. Stakeholder theory has paid attention to the significance of including stakeholders in long-term value formation (Andriof, Waddock, Husted, & Rahman, 2017). Andriof et al. (2017) emphasize the sustainable relationship between stakeholders rather than companies just focusing on maximising profit. Further, the stakeholder relationship comprises a cooperative, reciprocal involvement, with available connections that create the conditions for doing contemporary business and establish the foundation for quality and responsibility (Andriof et al., 2017). These amplifications of stakeholder theory have resulted in the further inclusion of participation, dialogue, and engagement into the theory. Ultimately, stakeholder contribution, negotiation, and commitment have become ordinary components of business performances.

Furthermore, stakeholder theory addresses the subject of to whom the corporation is or should be responsible, which connects the theory with corporate social responsibility (Kakabadse, Rozuel, & Lee-Davies, 2005). A stakeholder is different from a shareholder. Shareholders have a legal entitlement over the company they own (Emiliani, 2001). However, a shareholder can also be a stakeholder at large. T. M. Jones and Wicks (1999) propose four elements of the core of stakeholder theory: (1) the company has connections with primary units; (2) the procedures and consequences related to these connections are of importance; (3) the attention to all appropriate stakeholders has value; and (4) the attention of stakeholder theory is on organizational decision making. So, although

shareholders legally have the right to the profit of the organization, disregard of the role of stakeholders at large can affect the success of the business organization. The concept is consistent with the study conducted by (Hawkins, 2006) who argues that shareholders should also consider the potential influence of stakeholders at large when it comes to achieving the firm's objectives (profit maximisation).

2.4.2 Stakeholder theory and corporate social responsibility

The studies of corporate social responsibility and stakeholders theory show the close relationship between these two concepts. Corporate social responsibility activities influence the stakeholders' perceptions of the firm, and the stakeholders' roles can affect the company's achievement in return. A company must be alert and respond to the numerous calls of its voters, including staff, consumers, stockholders, merchants, and the local society (Post, Preston, & Sachs, 2002). Furthermore, the relationship between business and society through corporate social responsibility by definition indicates the presence of social and environmental affairs in commercial processes and relations to stakeholders (Van Marrewijk, 2003). The interaction between stakeholders and the company in the form of activities can strengthen the ties between the two parties, which can lead to a high quality relationship. Corporate socially responsible activities can influence the stakeholders' decision to purchase, their loyalty, and other factors. So, the company needs to inform stakeholders of its good plans, choices, and activities to gain their positive support (Schultz, Castelló, & Morsing, 2013). The company's corporate socially responsible choices and actions should be communicated effectively to the stakeholders.

Schultz et al. (2013) propose three corporate socially responsible communication strategies that influence the relationship with stakeholders. They are stakeholder information strategy, stakeholder response strategy, and stakeholder involvement strategy. The stakeholder information strategy refers to one-way communication from the company to its stakeholders. The purpose of this strategy is to give the public information about the firm that is as reliable as possible. In general, this strategy raises social awareness. The second strategy, the stakeholder response strategy, refers to two-way asymmetric communication. This strategy advises the company to involve stakeholders in the company's decisions and activities that are relevant to them, where authorisation is not required from external stakeholders (Schultz et al., 2013). Although this strategy follows the two-way communication models developed by Grunig and Hunt (1984), it is a one-sided approach, where the only purpose of the company is to persuade the stakeholders of its attractiveness (Schultz et al., 2013). The last strategy, the stakeholder involvement strategy, in contrast, is different from the previous two strategies. This strategy refers to the interaction between the company and stakeholders through dialogue.

The stakeholder involvement strategy involves convergent discussion with the company's stakeholders to investigate their interests vis-à-vis the company while also accommodating the variations when necessary (Schultz et al., 2013). This strategy is complete as it harmonises between the company and its stakeholders in terms of interdependency. This strategy is consistent with the findings of other scholars that socially responsible organizations could handle the pressure from their internal and external environment including their stakeholders (C. B. Bhattacharya et al., 2009; R. E. Freeman & Velamuri, 2006; Husted & Allen, 2007). According to Davis (1960), the company has an essential role in the development of the welfare of a nation's people (stakeholders). Therefore, the company should be able to take extra responsibility beyond its economic and legal obligations. The continuing actions of corporate social responsibility bring a positive impact on the company's good image (Mattila, 2009). On the other hand, the less socially responsible organization may have a bad reputation (Yoon, Gürhan-Canli, et al., 2006) and may receive complaints from the society.

Academic scholars of corporate social responsibility have paid increased attention to stakeholders, such as consumer perceptions (Arli & Lasmono, 2010; Sen et al., 2006; Stanaland, Lwin, & Murphy, 2011). Corporate socially responsible activities are believed to bring a positive outcome to the company through the customers' loyalty and consumption of the company's products (Sen et al., 2006). C. B. Bhattacharya et al. (2009) conclude that corporate socially responsible activities influence consumers' general sense of well-being without such well-being automatically translating into corporate-particular advantages. Again, corporate socially responsible activities can also satisfy the consumers with no purpose other than to distinguish the organization from its competitors in the global market. Further, the consumers require the companies to show some social values as part of their role in society (Maignan, Ferrell, & Ferrell, 2005; Marin, Ruiz, & Rubio, 2009). The individual worker, the individual buyer, or the individual in society are all consumers, and they can also evaluate an organization, whether it is socially responsible or not.

2.5 Overview of Ethics and Corporate Social Responsibility

Ethics have been the subject of study by academics and practitioners for many years worldwide. Ethics is a unique value system that defines right and wrong actions (Carroll, 1991). Other scholars perceive ethics as a normative judgement on value actions, so individuals or society can decide whether or not to take an action (Setó-Pamies & Papaioikonomou, 2016). Christensen, Peirce, Hartman, Hoffman, and Carrier (2007) argue that the study of ethics should focus on two aspects: the corporation's ethical role in society or being socially responsible, and the corporate's role in sustainability for future generations. These two aspects of the study of ethics are important not only for corporations but also for stakeholders at large. The findings from Christensen et al. (2007) indicate

that the study of ethics has been integrated with the corporate action towards the wider stakeholders or, in other words, the study of ethics has included the socially responsible activities of corporations.

The relationship between corporate social responsibility and the concept of ethics has also been studied (Fassin, Van Rossem, & Buelens, 2011; Kolk, 2016; N. S. Wright & Bennett, 2011). These studies have found that stakeholders at large are experiencing the rise of the ethical economy through the development of an economic system that is concerned about the value output that is related to socially responsible activities promoting social relations. Further, the ethical economy enables corporations to act socially in many areas, including their production and motivation, which in turn bring profit to these corporations. The concept of ethical and corporate social responsibility is interchangeable, as both terms are closely related. However, some scholars argue that the concept of ethics is different from corporate social responsibility. Ethics is about business behaviour related to moral principles (Garavan & McGuire, 2010), whereas corporate social responsibility is related to corporate actions towards stakeholders.

The impact of ethics on corporate social responsibility has also become an area of interest for some scholars (Banerjee, 2012; Huimin & Ryan, 2011). Other scholars investigated the linkage between core business values, corporate ethics, corporate social responsibility and corporate performances (Jin & Drozdenko, 2010). Their findings indicate that managers in corporations who are socially responsible are also more ethical, which in turn contributes positively to their corporate performance. As a result, more scholars are interested in studying ethics and its impact on other areas such as business and corporate socially responsible actions. Some scholars are interested in searching the meaning or function of business ethics and its impact in the real context.

Velentzas and Broni (2010) define business ethics as a form of practical ethics. Business ethics consists of a set of ethical values and standards that rule corporate behaviour concerning what is right and what is wrong (C. Jones, Parker, & Ten Bos, 2005; Valentine, Godkin, Fleischman, & Kidwell, 2011). Business ethics also includes prohibited behaviour or actions within corporations or business organizations (Collier & Esteban, 2007). Other scholars define business ethics as the good manners that the corporations should have in their everyday operations internally and their interactions to the external environment (Borgerson & Schroeder, 2008). Business ethics is important because many business organizations or corporations suffer huge penalties from the authorities as a result of unethical conduct. Therefore, corporations are aware of the importance of doing business ethically. The cases of Enron, JP Morgan, and other big corporations, for example, have given a signal to other corporations to act according to the law and regulations as well as being ethical in their businesses. Many big corporations in the world have started to promote non-economic social values such as

corporate socially responsible actions as part of being ethical in their businesses (Velentzas & Broni, 2010).

The increased attention of big corporations to being ethical in their businesses has captured the attention of academic scholars and the study of business ethics and corporate social responsibility, for example, has gained the attention of academic scholars in recent decades (Carroll & Buchholtz, 2006; Schwartz & Carroll, 2008). The concept of business ethics and corporate social responsibility are interdependent according to some academic scholars (Cacioppe, Forster, & Fox, 2008; Fassin et al., 2011). They argue that many corporations promote positive values to the society as their ethical culture, which in turn, positively influences their employees' ethical beliefs and actions (S. D. Hunt, Wood, & Chonko, 1989; Trevino & Nelson, 2016; Valentine & Barnett, 2003). Furthermore, corporations advance organizational ethics with codes that present moral values and social necessities (C. A. Adams & Kuasirikun, 2000; Valentine & Barnett, 2003). Presenting the moral values and social requirements are a form of corporate social responsibility. The ethics in business practices are about promoting moral values or ethical corporate actions for the benefit of the broader stakeholders (Broni, 2010).

Some scholars designed a model for an ethical corporation in business (Sirgy, 2002; Spiller, 2000; Svensson, Wood, & Callaghan, 2010; Zubeltzu-Jaka, Andicoechea-Arondo, & Alvarez Etxeberria, 2018). Zubeltzu-Jaka et al. (2018) propose an ethical business model that is derived from the integration between corporate socially responsible actions, corporate governance and corporate financial performance within corporations in Europe. Their findings suggest that corporations should consider corporate socially responsible actions and corporate governance as closely related and in line with corporate financial performances as the objectives of the corporations. Jondle, Ardichvili, and Mitchell (2014) tested a model of ethical business culture among MBA students in a university in the US. Their findings indicate that five characteristics influence the presence of ethical business culture: values-driven, stakeholder balance, leadership effectiveness, process integrity, and long-term perspective.

Svensson et al. (2010) developed a model of business ethics for corporate sustainability. It comprised a combination of sustainability of business practices and ethical distress in the marketplace and community. Further, the model provides a method to overcome the issue of the difficulty in building, handling and supervising sustainable business practices from the perspective of ethics (Svensson et al., 2010). In addition, the model is dynamic with a continuing process and reconnection between factors and provides guidance to understanding sustainable business practices (Svensson et al., 2010). Another model of business ethics was developed through corporate performance measurement and

the role of stakeholders (Sirgy, 2002). Sirgy (2002) argues that measuring corporate performance is important because it gives a better opportunity to identify corporate strengths and weaknesses and develop strategies to capitalize on the strength and diminish the weaknesses. The measurement of corporate performance should be related to both internal and external stakeholders. These stakeholders at the end would influence the ethical business practices of the corporations (Sirgy, 2002).

Spiller (2000) also proposes a model of business ethic. According to Spiller (2000), two main questions are raised by business ethics. First, is it possible for the corporations and shareholders to do well while doing good? Second, if yes, then how they can do it? In his method, Spiller (2000) adopts an international investment perspective to answer these questions. His findings show that corporations can do well while doing good through the triple bottom line which comprises environmental, social and financial performance (Spiller, 2000). Furthermore, Spiller (2000) states that doing well while doing good is the philosophy of ethical business practices. Spiller (2000) ethical business model has become the foundation for international benchmarking of ethical business practices to support shareholders, executives and academics. This thesis used Spiller (2000) ethical business model as the template for the qualitative data analysis.

2.5.1 Spiller's (2000) ethical business model

Spiller (2000) focuses on ethical investment because the investors usually consider environmental, social and financial performances of the organization as their triple bottom line before making decisions on their investment. Spiller (2000) argues that the triple bottom line is an important factor for shareholders or investors before making an investment decision. Spiller (2000) research is consistent with a previous study that called for more research on socially responsible investment (McMillan, 1996). Ethical investment could make a substantial contribution to management theory and business practitioners. The ethical investment perspective is also expected to provide a structure for understanding, instigating and assessing ethical business (Spiller, 2000).

Spiller (2000) proposes an ethical business model consisting of four Ps, known as the "four Ps of ethical business". They are purpose, principles, practices, and performance measurement. The purpose of ethical business is to contribute positively to the environment and society in an economically responsible method. The principles in ethical business cover the values of honesty, caring, fairness, and courage. Practices concern the stakeholders at large: the community, the environment, employees, customers, suppliers, and shareholders. Performance measurement comprises accounting for environmental, social, and financial performance, measured by quantitative

and qualitative analysis of the perception of stakeholders and the company in relation to the triple bottom line (Spiller, 2000).

Table 2-2 Ethical business model

Six Main Stakeholder Groups	Key Business Practices
1. Community	<ul style="list-style-type: none"> 1.1. Generous financial donations 1.2. Innovative giving 1.3. Support for education and job training programs 1.4. Direct involvement in community projects and affairs 1.5. Community volunteer programs 1.6. Support for local community 1.7. Campaigning for environmental and social change 1.8. An employee-led approach to philanthropy 1.9. Efficient and effective community activity 1.10. Disclosure of environmental and social performances
2. Environment	<ul style="list-style-type: none"> 2.1. Environmental policies, organization, and management 2.2. Materials policy of education, reuse and recycling 2.3. Monitoring, minimising, and taking responsibility for releases to environment. 2.4. Waste management 2.5. Energy conservation 2.6. Effective emergency response 2.7. Public, dialogue and disclosure 2.8. Product stewardship 2.9. Environmental requirements for suppliers 2.10. Environmental audits
3. Employees	<ul style="list-style-type: none"> 3.1. Fair remuneration 3.2. Effective communication 3.3. Learning and development opportunities 3.4. Fulfilling work 3.5. A healthy and safe work environment 3.6. Equal employment opportunity 3.7. Job security 3.8. Competent leadership 3.9. Community spirit 3.10. Social mission integration
4. Customers	<ul style="list-style-type: none"> 4.1. Industry-leading quality program 4.2. Value for money 4.3. Truthful promotion 4.4. Full product disclosure 4.5. Leadership in research and development 4.6. Minimal packaging 4.7. Rapid and respectful response to customer comments, complaints, and concerns 4.8. Customer dialogue 4.9. Safe products 4.10. Environmentally and socially responsible production and product composition

5. Suppliers	5.1. Develop and maintain long-term purchasing relationship. 5.2. Clear expectation 5.3. Pay fair prices and bills according to terms agreed upon. 5.4. Fair and competent handling of conflicts and disputes 5.5. Reliable anticipated purchasing requirement 5.6. Encouragement to provide innovative suggestion. 5.7. Assist suppliers to improve their environmental and social performances. 5.8. Utilise local suppliers. 5.9. Sourcing from minority-owned suppliers 5.10. Inclusion of an environmental and social element in the selection of suppliers
6. Shareholders	6.1. Good rate of long-term return to shareholders 6.2. Disseminate comprehensive and clear information. 6.3. Encourage staff ownership of shares. 6.4. Develop and build relationship with shareholders. 6.5. Clear dividend policy and payments of appropriate dividends 6.6. Corporate governance issues are well managed. 6.7. Access to company's directors and senior managers 6.8. Annual report and accounts provide a comprehensive picture of the company's overall performance. 6.9. Clear long-term business strategy 6.10. Open communication with the financial community

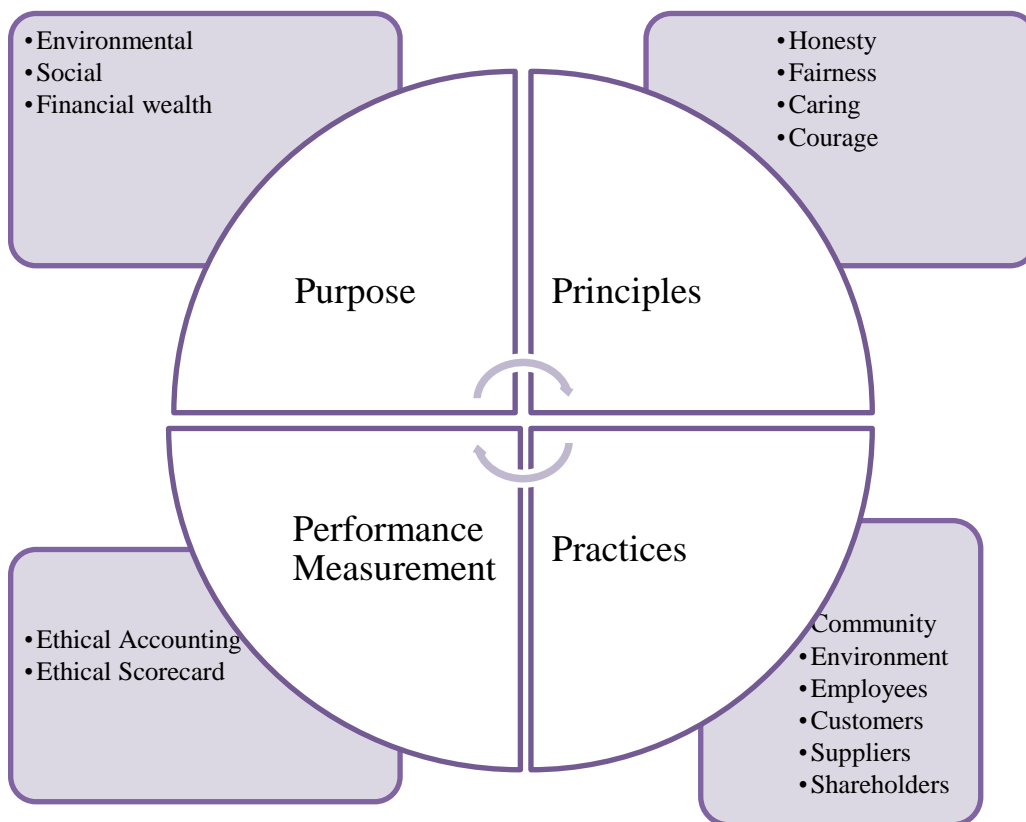
Source: Spiller's (2000) ethical business model.

This thesis used Spiller's focus on "practices" as a template for the qualitative data analysis. There are several reasons why the researcher decided to choose this model. First, the model is simple, easy to understand, well structured, and relevant to the condition of corporate social responsibility practices in Indonesia. Second, the researcher found that the model has become the foundation for international benchmarking and is widely used in literature for ethical business practices including in Asian countries (Jamali, 2008; Nejati, 2012; S.-Y. Park & E. Levy, 2014). In the context of Indonesia, for example, the main stakeholder groups such as employees, customers, community, and environment have become the focus of many large corporations when implementing corporate social responsibility. Third, although the model was introduced almost two decades ago, it is still relevant to corporate socially responsible practices today.

This thesis addresses four of Spiller (2000) six main stakeholder groups, namely community, environment, employees, and customers. The reason for this choice is based on the general condition of corporate social responsibility practices in Indonesia. This thesis did not apply all ten key business practices for each of the four main stakeholder groups selected. The selection of the key business practices was based on the participants' anticipated knowledge of corporate social responsibility practices in Indonesia. As recorded in Chapter 1, the participants were early career job seekers (graduating students from selected universities in Indonesia), who may have limited access to

information or knowledge about corporate social responsibility practices in the world and particularly in Indonesia. Spiller's ethical business model (2000) is used as a template for Study Two in this thesis.

Figure 2-3 Spiller's ethical business model of 4 "Ps" (2000)



Source: Adapted from Spiller (2000).

2.6 The Recruitment Process

2.6.1 Signaling theory

Signalling theory has been recognized widely in literature as one of the theories used in the recruiting process. Signalling theory explains how the job seeker's attraction to a job vacancy could be impacted by information or signals about a corporation's characteristics such as socially responsible performances (Rynes, Bretz Jr, & Gerhart, 1991). Furthermore, the signal from the recruiting process could be in the form of individual-level and organizational-level perspectives (Celani & Singh, 2011). The individual-level recruitment is related to recruitment interviews and word-of-mouth authorisation while organizational-level recruitment is related to corporate advertising and recruitment advertising (Celani & Singh, 2011). The individual and organization-level recruitment signals could impact on individual level results such as a job seeker's intention to apply, a job seeker's attraction to the corporations and a job seeker's acknowledgement intentions (Celani & Singh, 2011).

A study of signalling theory found that job seekers can have better understanding or perceptions of a firm based on the information or signal received from the firm such as firm organizational characteristics (C. J. Collins & Stevens, 2002). Furthermore, signalling theory has the ability to identify factors that affect the job seekers' attraction toward a firm (Ehrhart & Ziegert, 2005). Factors can be a positive image, word of mouth, symbolism in job advertisements, and many more. Signalling theory is used to minimize information asymmetry between parties, particularly with regard to a firm's characteristics that are otherwise moderately unrecognisable (Dögl & Holtbrügge, 2014; Spence, 2002). Dögl and Holtbrügge (2014) state that signalling theory affects the firm's ability to attract potential employees and retain them through positive reputation (as a signal).

Signalling theory was introduced by Spence in 1978 (Connelly et al., 2011; Hetze, 2016; W. Su, Peng, Tan, & Cheung, 2016; Vinayak, Khan, & Jain, 2017). Initially, Spence (1978) formulated his theory to model the signalling function of education and the labour market. Spence (1978) argues that parties involved in the labour market have asymmetric information and are required to access this limited information or obtain a signal (Celani & Singh, 2011; Hetze, 2016). Further, firms or potential employers have limited information about the quality of the job seekers, and in turn, job seekers also have limited information about the firm's internal condition. Therefore, both parties rely on the information or signal given to reduce the asymmetric information (Connelly et al., 2011). The information or signal provided is assumed as reliable information or signal in the process of recruitment. In addition, Spence's model is opposite to human capital theory because Spence underlines the function of education to improve the employee's productivity and focused on education as a way to communicate to otherwise unobservable types of job seekers (Weiss, 1995). Since its introduction by Spence in 1973, signalling theory has been used broadly in job market literature.

Signalling theory has three elements: the sender who sends the information, the signal itself, and the receiver (Dögl & Holtbrügge, 2014). The first element has the advantage of knowing the information that is not known to the receiver. The second element is the positive information which is communicated deliberately in order to reveal positive attributes about the organization or firm (Simaens & Koster, 2013). The third element is the outsider who has limited information about the organization but would like to receive the information (Connelly et al., 2011). Connelly et al. (2011) also explain that in signalling theory, the quality of the signal is described as the fundamental, unnoticeable ability of the signaller to meet the requirement of the receiver (outsider) who perceives the signal. This quality of a signal plays an important role in the recruitment process.

In the recruitment process, signalling theory refers to information available and interpreted by firms and job seekers. The information can be in a form of interviews or job advertisements. According to Celani and Singh (2011), the signal will influence the recruitment outcomes both at an organizational-level (job seekers pool quantity and quality) and at an individual-level (the use of a composition approach). This thesis focuses on the individual-level recruitment process through early career job seekers' perceptions. This thesis is consistent with recruitment literature which emphasizes signalling theory from the individual's or job seeker's perceptions (Celani & Singh, 2011; Gully et al., 2013). It is important for individuals to have general information about the organization when seeking employment opportunity before deciding to pursue their intention. Recruitment processes and organizational attributes, such as reputation, firm size, pay condition, benefits, social responsibility performances, etc., offer job seekers information about the role of an employee (Boswell, Roehling, LePine, & Moynihan, 2003; Cable & Graham, 2000; C. J. Collins & Stevens, 2002; Turban & Cable, 2003). Signalling theory in this role encourages the job seekers to maximize whatever the information they have as a signal in order to have a picture of what the firm condition is truly looks like (Uggerslev, Fassina, & Kraichy, 2012).

There is increasing attention in the research literature to the role of signalling theory and corporate social responsibility (Gully et al., 2013; Hetze, 2016; L. Su, Huang, van der Veen, & Chen, 2014). Corporate socially responsible practices are perceived as signals that provide information to relevant stakeholders such as employees, customers, government, and even to potential employees, but they can be a cost for any organization. According to Barnett (2007), corporations involved in corporate socially responsible practices would allocate certain costs. However, he argues that the cost would be paid off when the corporation obtained positive responses and built up good relationships with its stakeholders at large (Barnett, 2007). Other studies argue that firms involved in corporate socially responsible practices provide signals to their stakeholders about the unobservable attributes which enable the firms to fulfil the organizational void and to consider the stakeholders at large (Kramer & Porter, 2011; Rivoli & Waddock, 2011).

Corporate social responsibility can also be a signalling instrument of social awareness that motivates stakeholder support and builds a good image, which influences commercial activities (Galbreath, 2010; Shapira, 2011). As a positive signal to stakeholders, corporate social responsibility also expresses an implicit contract between firms and society, in which the corporations work toward building a positive image for stakeholders at large (Hetze, 2016; Story & Neves, 2015). Therefore, corporate social responsibility has become an important signal of the firms to attract their stakeholders', including potential employees' attention. Previous studies show that corporate social responsibility delivers positive signals, which become a medium to attract future job applicants when

seeking employment opportunity (S.-Y. Kim & H. Park, 2011; Story & Neves, 2015; Turban & Cable, 2003; Turban & Greening, 1997). This thesis explores the influence of corporate social responsibility as a medium of attractiveness to early career job seekers seeking employment in banking institutions in Indonesia.

Another study by Matten and Moon (2008) described the importance of communicating a corporation's socially responsible actions explicitly to stakeholders rather than implicitly. A company adopting explicit corporate social responsibility will communicate strategies and practices directly to its stakeholders. In contrast, a company demonstrating implicit corporate social responsibility does not share its actions with society (Matten & Moon, 2008). Matten and Moon (2008) identified two reasons for the difference between explicit and implicit corporate social responsibility. The first refers to the level of openness in the language used to communicate corporate social responsibility. The second refers to the level of deliberate intention to adopt socially responsible behaviours.

Furthermore, Matten and Moon (2008) developed a conceptual framework to understand corporate social responsibility communication differences in different countries. According to their findings, corporations in the US were more explicit toward their corporate social responsibility actions than their counterparts in Europe. One of the reasons for this finding was that corporations in the US treated their workers with the greatest consideration (Matten & Moon, 2008), which indirectly impacted society.

This thesis, however, focused only on banking institutions in Indonesia and did not make any comparisons with other countries. The thesis used job advertisements from various bank institutions in Indonesia containing information about the position, job description, and explicit and implicit corporate social responsibility to potential early career job seekers. The job advertisements measured the impact of direct and indirect corporate social responsibility on early career job seekers' perception and its implications on their intention to apply to Indonesia's banking institutions. In this thesis, bank's exhibiting explicit corporate social responsibility in the job advertisements are referred to as 'good banks' and those adopting implicit corporate social responsibility are referred to as 'poor banks.'

2.7 Intention to Apply and Corporate Social Responsibility

Recruitment is an essential step in human resources management because it determines the business organization's future employees. It is vital to understand that recruiting qualified job seekers will give the business organization a competitive advantage in the future. In the recruitment process, the most challenging step is how to increase the job applicants' intention to apply for the job (Nikolaou, 2014;

Williamson et al., 2003). The intention to apply can only be achieved if the business entity is attractive enough to potential employees. Therefore, organizational attractiveness and intention to apply have a positive correlation with the recruitment process. An attractive company and its ability to encourage job applicants to pursue their intention to apply will have more opportunity to select highly skilled employees and strengthen the company's competitive advantages in the long-term (Shammot, 2014; Williamson et al., 2003).

Previous studies have shown that there is a number of factors influencing job seekers' intention to apply for job (Acarlar & Bilgiç, 2013; Behrend, Toaddy, Thompson, & Sharek, 2012; Williamson et al., 2003). These factors include a company's reputation, future job prospects or career path, financial reward, organizational culture and corporate social responsibility influence job seekers' perceptions of organizational attractiveness and their intention to apply (Catanzaro, Moore, & Marshall, 2010; Greening & Turban, 2000; Luo & Bhattacharya, 2006). A company's reputation is a valuable aspect, driven by the company's standards, norms, and values. It is important because it provides a positive signal to stakeholders at large, such as customers, potential investors, and job applicants (Cable & Graham, 2000; Foroudi, Melewar, & Gupta, 2014). Furthermore, a company's reputation can be a guide for job applicants who have insufficient knowledge about the company to pursue their intention to apply for the job (Cable & Turban, 2003; Lim et al., 2015). Besides, job applicants can use a company's reputation as a recommendation to their colleagues, including applying for a job (Schepp & Schepp, 2010; Williamson, King Jr, Lepak, & Sarma, 2010).

Another factor that influences job seeker's intention to apply is future job prospects. Future job prospects are about employees' expectations of development and achievement, which encourage job applicants to pursue their intention to apply for the job (Bozionelos, 2006; Dobrow Riza & Heller, 2015). Similarly, future job prospects could motivate job seekers to pursue their intention to apply for a job (Holzer, 2001; R.-T. Wang, 2013). Another finding also shows that a company with a good image and future solid job prospects can persuade job seekers to apply for the jobs (Ramasamy et al., 2008). In developing countries, such as Indonesia, job seekers are more likely to share or discuss with their relatives or friends about a company that has a good reputation and offers good future job prospects (good career path and good salary). Job seekers sharing information about a company's reputation and good future job prospects attract other potential job applicants to apply for the job.

Corporate citizenship or corporate social responsibility can also be a factor that influences job seekers to apply for the job. Evidence from previous studies shows that corporate citizenship or corporate social responsibility influences the attractiveness of the firm to job applicants (Albinger & Freeman, 2000; Lis, 2012; Randy Evans & Davis, 2011; Turban & Cable, 2003). Providing good working

conditions, continuous education and training to employees, supporting local community and social events, protecting the environment for future generations, and many other activities are some of the forms of being socially responsible as a firm, and these activities can influence job seekers to apply for jobs in the firm (Aiman-Smith et al., 2001; Lis, 2012; Turban & Cable, 2003; Turker, 2009). Job seekers are attracted to pursuing jobs at a company that they believe has a better reputation in both internal and external social activity.

However, corporate social responsibility is not the only predictor of the attractiveness of a firm toward job applicants. Other factors, such as future job prospects and better salary, are more likely to be relevant to job seekers when seeking employment. The influence of corporate social responsibility on potential job applicants depends on the firm's reputation as socially responsible (D. A. Jones, C. R. Willness, & S. Madey, 2014; Ng, Schweitzer, & Lyons, 2010). The more socially responsible a firm is toward stakeholders at large, the more likely the firm will have a good reputation of corporate social responsibility, which will attract highly skilled employees (Ng et al., 2010; Turban & Cable, 2003). Job seekers who witness a company's socially responsible activity, such as protecting the environment or supporting local community events, will strengthen their positive perception of corporate social responsibility and their intention to apply for a job in that company (Aiman-Smith et al., 2001; Glavas & Kelley, 2014; Greening & Turban, 2000). This thesis focuses on corporate socially responsible performance as an attraction to potential job applicants through job advertisements that contain information about the company's social responsibility performances.

2.8 Organizational Attractiveness and Corporate Social Responsibility

There are growing concerns about the limited, highly skilled, and motivated employees available in the job market today. This has become one of the main issues in the human resources management area. Attracting and recruiting talented job applicants are crucial activities for many corporations in the world nowadays. Attracting and recruiting high-quality applicants would give the corporation a direction for the success of the business in the long-term. Therefore, the study of how to attract and recruit potential job seekers has gained attention from academic scholars (C. B. Bhattacharya et al., 2008; Froese & Kishi, 2013; Gomes & Neves, 2011; Lis, 2012). Organizational attractiveness is an important aspect of an organization's success in attracting and retaining potential job applicants. Academic scholars define organization attractiveness as a job seeker's intention to apply and to accept the job offered by the firm (Story et al., 2016). Berthon, Ewing, and Hah (2005) define organizational attractiveness as an advantage obtained by working for a corporation. Organizational attractiveness can also be a desired response between job seekers and a corporation's values and other relevant information (Gold & Bratton, 2003).

Organizational attractiveness has become increasingly important in the last few decades (Gomes & Neves, 2011; Joseph, Sahu, & Khan, 2014; Lievens, Decaestecker, Coetsier, & Geirnaert, 2001; Story et al., 2016). Organizational attractiveness for prospective applicants, for example, has gained attention from academic scholars (Greening & Turban, 2000; Kristof, 1996; Rabl & del Carmen Triana, 2014). Prospective applicants seek an organization to work based on certain aspects, such as better salary, clear career path, etc. (Cable & Graham, 2000; Calk & Patrick, 2017; Lievens & Highhouse, 2003). Other studies also found that a socially responsible organization can also be seen as organizationally attractive by potential employees (Albinger & Freeman, 2000; Greening & Turban, 2000). In many developed countries, potential employees perceive a socially responsible organization as an attractive workplace (Backhaus, Stone, & Heiner, 2002; Greening & Turban, 2000; Klimkiewicz & Oltra, 2017; Rynes et al., 1991).

Why are job seekers attracted to a corporation? This question has stimulated a huge contribution to human resources management literature in the last few decades. However, the majority of the literature perceives the question from the organizational perspective rather than from the individual perspective. A study by Ehrhart and Ziegert (2005) gives the readers a different way of seeing job seekers' attraction to an organization or corporation. Ehrhart and Ziegert (2005) developed "three metatheories" that formulate the reason, norms, and justification of the relationships between the individual's attraction and the corporate social responsibility of the organization. The three metatheories are environment processing metatheories, interactionist processing metatheory and self-processing metatheory. According to Ehrhart and Ziegert (2005), the first theory is about the individual's perception of actual environmental responsibility which leads to organization attraction. This first theory is consistent with previous studies that indicate that individuals consider environment variables as signals for attractiveness (Aiman-Smith et al., 2001; Lievens et al., 2001). The second theory deals with the collaboration between an individual's characteristics and environment characteristics, which creates attraction. The final theory refers to the individual's self-esteem, self-efficacy or social identity, which are relevant to explain the collaboration between individual fit and attraction (Ehrhart & Ziegert, 2005).

The job seekers' impressions toward a prospective employer including organizational attractiveness are the main point of a firm's success in attracting highly skilled employees (Albinger & Freeman, 2000; Carless, 2003; Joseph et al., 2014). Apart from the three metatheories mentioned in the previous paragraph, job seekers are also attracted to organizational characteristics such as reputation, employer brand and image (Berthon et al., 2005; C. J. Collins & Stevens, 2002; Highhouse et al., 2003). Employer brand and image, for example, play a vital role in the recruitment process and could influence job seekers' decision to apply (C. J. Collins & Stevens, 2002). The employer brand and

image are the result of the company's promotion of its benefits, values and behaviours both within and outside the company (Gomes & Neves, 2011). There is also a call for more research on organizational reputation, in relation to public and social responsibility that is related to attractiveness (Cable & Turban, 2001; Klimkiewicz & Oltra, 2017; Melo & Garrido-Morgado, 2012).

Extant research points out that job applicants are attracted to work for a socially responsible corporation (Cable & Turban, 2003; Greening & Turban, 2000; S.-Y. Kim & H. Park, 2011; Tsai et al., 2014) including banking institutions (Zaid & Al-Manasra, 2013). A study from Greening and Turban (2000) shows that corporate socially responsible activities or corporate social performances could attract potential employees. Furthermore, corporate social responsibility could create a competitive advantage when attracting potential employees in the job market. Many big corporations in the world realise the positive impact of corporate socially responsible activities as a medium of attractiveness to potential employees. Microsoft, IBM, and General Motors use their corporate social responsibility as a medium of promotion to prospective staff. These big corporations understand that recruiting a quality workforce is a significant advantage for their organizations and their successful achievement not only of short-term but also of long-term goals.

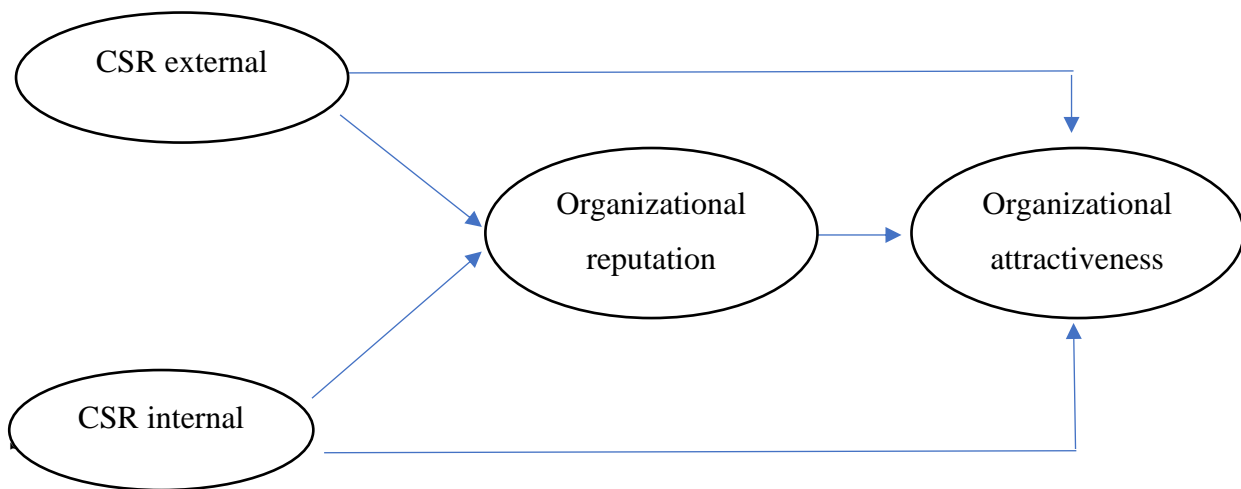
Empirical studies have shown that good corporate socially responsible perceptions positively influence job applicants' perceptions of organizational attractiveness and intention to apply (Albinger & Freeman, 2000; Ersoy & Aksehirli, 2015; Greening & Turban, 2000; D. Jones, Willness, & Macneil, 2009; D. Jones, C. Willness, & S. Madey, 2014). Furthermore, job applicants' or employees' positive perceptions of corporate social responsibility are closely related to employees' commitment to the organization, employees' intention to stay, and more (Rodrigo & Arenas, 2008). Although the studies of corporate social responsibility and employees' or job applicants' perceptions have gained popularity in practice and theory, their number in total is still very small. The study of corporate social responsibility and job applicants or employees at an individual level accounts for less than 4% in academic literature (Aguinis & Glavas, 2012). Most studies of corporate social responsibility and related areas is at the organizational or institutional level.

Furthermore, most of the studies listed above focus on developed countries rather than on developing countries. This thesis examines early career job seekers' perceptions of corporate social responsibility and organizational attractiveness in banking institutions in Indonesia. The corporate socially responsible performance of Islamic and non-Islamic banks in Indonesia is determined in this thesis through their organizational attributes (information attached in job advertisements about awards for corporate social responsibility). This thesis uses Story et al. (2016) model of perception of corporate social responsibility and organizational attractiveness. The model proposes two components of

corporate social responsibility practices – internal and external. The purpose of this model is to gain better understanding about corporate socially responsible practices and whether internal or external practices are more crucial for job seekers when assessing organizational attractiveness (Story et al., 2016).

There are several reasons why this model was chosen. First, the model removes biases regarding organizational image and focuses on corporate socially responsible performances. Second, the model provides significant explanation and useful suggestions about the two corporate socially responsible practices (internal and external). Third, it is simple and fits with the purpose of this thesis which is to investigate job seekers’ perceptions of corporate social responsibility and organizational attractiveness in Islamic and non-Islamic banks in Indonesia. Fourth, the model allows the researcher to further develop new variables or mechanisms that contribute to organizational attractiveness. The following figure below illustrates corporate social responsibility and organizational attractiveness model developed by Story et al. (2016).

Figure 2-4 Corporate social responsibility and organizational attractiveness model



organizational attractiveness model by Story et al. (2016)

The researcher adapted Story et al.’s model to suit the objectives of this thesis. First, the researcher inserted independent and dependent variables to be measured. The independent variables are Islamic and non-Islamic universities, gender, religiosity, and the importance of corporate social responsibility. The dependent variables are corporate social responsibility (perception), organizational attractiveness, and the intention to apply. Second, the researcher included four types of banks (good traditional bank, good Shari’ah bank, poor traditional bank and poor Shari’ah bank). These four types of banks were represented by four job advertisements used as a tool of measurement provided to participants (early career job seekers). Finally, the researcher proposed the additional

variable of intention to apply to the model. The reason for this is because the attractiveness of an organizational leads to the intention to apply for work by job applicants.

The independent and dependent variables proposed in this thesis were tested through independent sample T-tests, one-way ANOVA, and multiple regression by using SPSS in the quantitative Study One in this thesis. The organizational attractiveness model adapted from Story et al. (2016) was used as a model for Study One (the quantitative study) of this thesis. For Study Two, which is the qualitative study, this thesis used a different model to analyse the data obtained from focus group interviews. Further details of the model used for Study Two will be explained later in this chapter. Figure 2.5 depicts Story et al.'s (2016) model as adapted by researcher to suit the objectives of this thesis.

Figure 2-5 Proposed additional design.

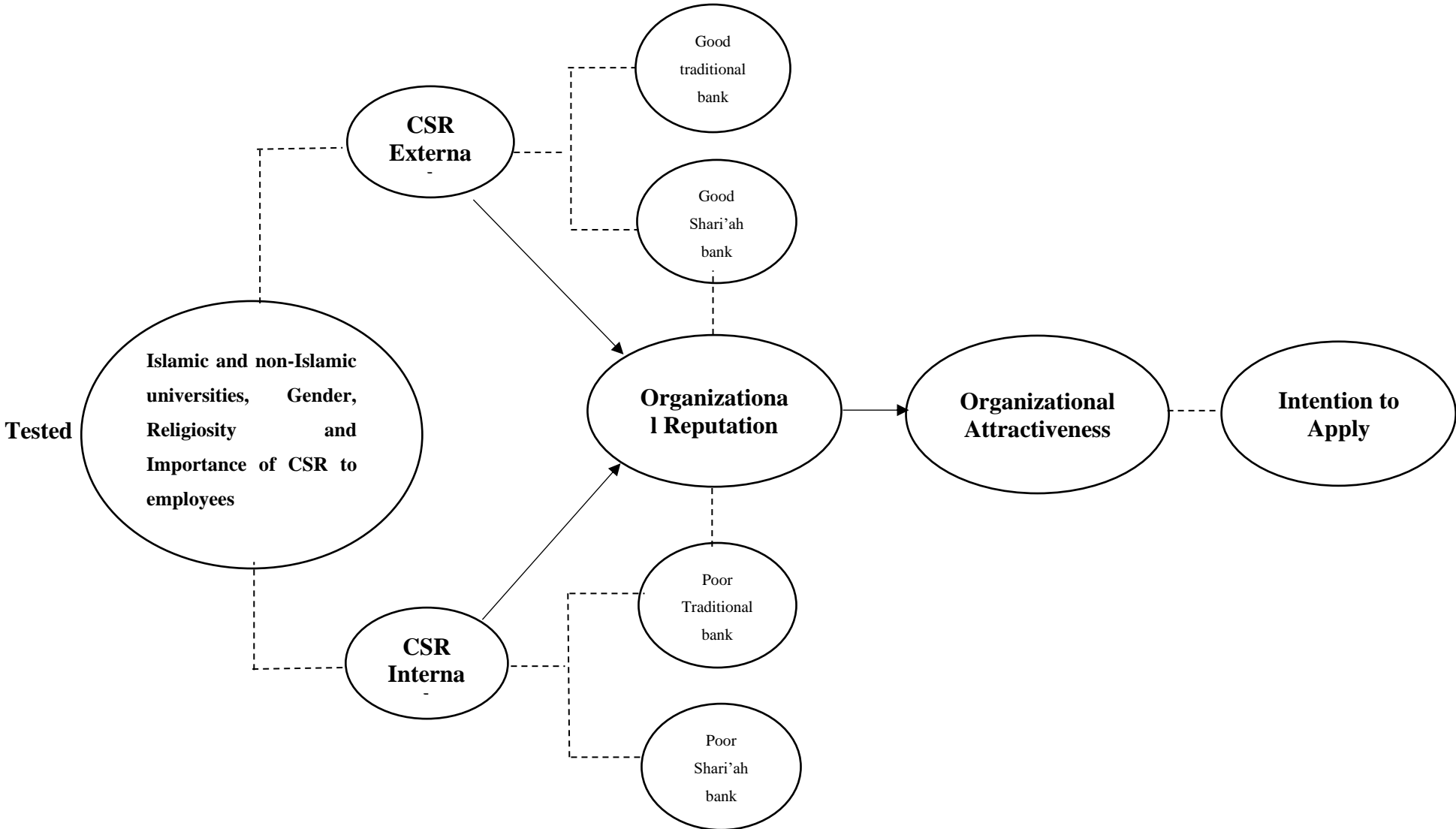


Figure 2.5 depicts the independent and dependent variables tested in this thesis. The independent variables comprise Islamic and non-Islamic universities, gender, religiosity, and the importance of corporate social responsibility. The dependent variables comprise corporate social responsibility (perception), organizational attractiveness, and the intention to apply. The researcher included four types of banks: a good traditional bank, a good Shari'ah bank, a poor traditional bank and a poor Shari'ah bank. These banks were represented by four job advertisements used as a tool of measurement of the perception of corporate social responsibility. In addition, the researcher added the variable, intention to apply, since the attractiveness of an organizational leads to the intention to apply for work by job applicants. The independent and dependent variables proposed in the figure above were tested through independent sample T-tests, one-way ANOVA, and multiple regression using SPSS. This organizational attractiveness model, adapted from Story et al. (2016) was used as a model for Study One (quantitative study) in this thesis.

2.9 Context of Indonesia

Indonesia, a developing country, is in South-East Asia with the neighbouring countries of Malaysia, Singapore, Brunei, East-Timor, Vietnam, Laos, Philippines, Myanmar, and Cambodia. Indonesia is a maritime country of 9.8 million square kilometres in area (7.9 million square kilometres are ocean, and the rest is land). Indonesia has only two seasons, dry and rainy seasons. Usually, the dry season spans from June to September and the rainy season from December to March. The total population is estimated around 260 million people. Indonesia features huge socio-cultural diversity (Anggadwita & Dhewanto, 2016) and is a religious nation. More than 85% of the population are Muslims. This factor influences many aspects of the country, including its social-cultural diversity, economy, education, public sector, and others. Indonesia is recognized as a moderate Muslim country (Wanandi, 2002). The Indonesian Muslims are tolerant towards other religions. Although the majority of the people are Muslims, the government system is not based on Islamic principles. It is based on Pancasila or five basic principles (Wanandi, 2002).

In the business sectors, like many countries in the world, Indonesia also adopts a free market policy with the government as regulator. This economic structure was implemented after the fall of the new order regime and its replacement by a new more open and transparent government system in 1998. The new government, including the business sectors, became more accountable to the public (Dean, Brown, & Stango, 2000). Extensive cooperation was developed between local and foreign business investors in the manufacturing industries, banking institutions, and others to the benefit of both parties. Since then, it is not surprising that many big corporations, particularly from Western countries, have been operating safely and gaining profits in Indonesia (Dean et al., 2000). The strong

government relationships with the Western world, particularly with the US, has led to the adoption of the Western market model as well as Western management techniques in Indonesia (Heuer, Cummings, & Hutabarat, 1999). The growth of the economy nationally and of the middle-class is among the positive effects of these relationships. Despite these positive results, the Indonesian government still faces many obstacles such as corruption, due to the low wages of government officials, and problems in infrastructure, health, income per capita, and the education system.

The education system in Indonesia has been a perennial issue of debate by many stakeholders. The often-changing system, due to the change of Minister of Education, receives constant criticism from stakeholders. One of the problems of the education system in Indonesia is the imbalance between privately and publicly owned higher education institutions and universities (D. C. Levy, 2002). The rapid growth of private higher education is the result of the government's limited capacity to provide more opportunities for young people to enter higher education institutions owned by the government. The centralism of the higher education system in Indonesia is also an issue faced by many stakeholders. The change of the system from centralisation (mainly in Jakarta) to decentralisation (spread across the nation) has created more competition in higher education (Idrus, 1999; Surakhmad, 2002). As the majority of people in Indonesia are Muslims, there are many higher education institutions based on Islamic values in almost every province (Kraince, 2007).

Indonesia is also experiencing modernization and advancement in technology, heavily influenced by Western countries. The advance of the industrialization process is supporting the growth of the middle class (Hofstede, 2001). As a result, Indonesian culture is also affected in many aspects, such as freedom of speech in public, the demand for less bureaucracy in government sectors (Dean et al., 2000; Heuer et al., 1999), the demand for a better education system from early childhood to the higher education level, and much more. Specifically, in regard to higher education, the Indonesian government has been working hard to improve the quality of the educational learning process, the human resources, such as lecturers, staff and the graduates, and of the curriculum, and opening more affordable public universities (Idrus, 1999). These efforts are crucial to the production of early career job seekers able to fulfil the demands of industries or the job market. Statistically, there are more than 4,000 universities operating in Indonesia.

2.9.1 Corporate social responsibility in Indonesia

Although the study of corporate social responsibility has been recognized globally in the last couple of decades, research on Indonesia's corporate social responsibility is limited but important. Most corporate social responsibility research has occurred in developed countries rather than developing countries and at the institutional level rather than the individual level (Aguilera et al., 2007; Aguinis

& Glavas, 2012; Gomes & Neves, 2011; Greening & Turban, 2000). This thesis focused on individual-level (early career job seeker's perception) toward corporate social responsibility and individual intention to apply when seeking employment in Islamic and non-Islamic banks in Indonesia. The choice of a single country (Indonesia) as the context for this thesis in relation to corporate social responsibility is important because it may create a new theory through the opportunity to explore deeply about the local context such as its people, culture and languages that could be applicable to determine the frontier of such a theory and the necessary change to apply in the local context. A study by Crane et al. (2016) also called for more research focusing on a particular country.

Crane et al. (2016) argued that a country study could provide a framework to develop a new theory in business and society research. For example, in their study about corporate social responsibility in Mongolia, Crane et al. (2016) found that corporate social responsibility emerged in a nomadic country and in an extensive Gray market, with economic and social characteristics that distinguish Mongolia from other countries and this could lead to the theory building in business and society research. Furthermore, Crane et al. (2016) explained that a country study enables the researcher to re-define and extend existing core theories in the business and social context such as the stakeholder theory in African countries that might be different from Western society. A country study could be comparative, helping researchers to understand the individual or organizational practices, attitudes, preferences and practices which are the core of theoretical knowledge in business and social research (Crane et al., 2016). In addition, a good country study relating business and social issues such as corporate social responsibility can provide a significant theoretical contribution to the literature (Crane et al., 2016).

In Indonesia, the term, corporate social responsibility, has been accepted only relatively recently. Initially, the concept and practices of corporate social responsibility in Indonesia were based on the concepts of social, economic, and environmental sustainability, which were formulated at the World Summit on Sustainable Development 2002 in Johannesburg. The objective of the summit was to support and encourage corporations around the world to become actively involved in sustainable development (Mapisangka, 2009). Later, the concepts inspired the establishment of corporate socially responsible activities as mandatory for big corporations in Indonesia. Culturally, the Indonesian people and business organizations are actively involved in social activities such as charity, donations, and sponsoring community events (Anatan, 2009; Gunawan, 2015; Tanudjaja, 2009; Wiwoho, 2009). Such social activities are voluntary, not mandatory.

Since the issue of human rights has arisen in relations to workers' disputes against their employers, more discussions are promoting the idea of the national regulation of corporate social responsibility. Nike, for example, with profits reaching \$180 million per year during the 1990s, only paid its workers in Indonesia, where most of the factories were, less than \$.90 per day or \$270 per year (Suziani 1993, cited in Kemp (2001)). Another example is Levi Strauss, a giant jeans producer that opened its manufacturing plant in Indonesia in the early 1990s. Levi was alleged to slap and abuse its workers for missing production targets (Kemp, 2001). Fortunately, in 2007, the Indonesian government released two regulations, the Indonesian Corporate Law No. 40 and the Indonesian Investment Law No. 25, which made corporate social responsibility mandatory (Waagstein, 2011).

The study of corporate social responsibility in Indonesia has gained momentum since the release of the Indonesian Corporate Law No. 40 in 2007. The new law obliges companies in Indonesia to contribute positively to the stakeholders through corporate socially responsible activities. Waagstein (2011) pointed out the problems and implications of the mandatory corporate socially responsible activities in Indonesia. Despite the release of the new law that benefits the stakeholder at large, in practice, compliance with the new law faces problematic issues such as a comprehensive understanding of the concept of corporate social responsibility, effective methods of implementation, and evaluation of the corporate social responsibility programs (Waagstein, 2011). Arli and Lasmono (2010) focused on the perception of Indonesian consumers towards corporate social responsibility. They argue that many consumers in Indonesia are not well informed about the importance of corporate social responsibility to stakeholders. In general, consumers know that the goal of the business entity is to make a profit (Arli & Lasmono, 2010). Tanudjaja (2009) argues that the problems occurring in society should be considered as problems of the companies as well.

Furthermore, problems such as poverty, lack of school facilities, and lack of health facilities can be addressed by the participation of the companies through corporate socially responsible activities. A company's participation through corporate social responsibility can strengthen the positive relationship with stakeholders at large. In addition, the activity can lead to the positive reputation of the company in society. An interesting area of research would be to find out how the implementation of corporate social responsibility in Islamic banks compared to the traditional banks in Indonesia can influence the perception of early career job seekers. It is also interesting to examine if there is a link between corporate social responsibility and human resources in the perspective of Islamic banks and non-Islamic banks in Indonesia. This study focuses on the Islamic and non-Islamic banks' implementation of corporate social responsibility and their organizational attractiveness from the perspective of the early career job seekers (graduating students from Islamic and non-Islamic University) in Indonesia

2.10 Banking in the World

2.10.1 Overview of non-Islamic banks

The banking institution has been an important area of study for many academic scholars for years (Sudipto Bhattacharya & Thakor, 1993). It is widely known that banking institutions play a vital role in the economic development of a nation. They provide valuable services to the public (Diamond & Dybvig, 1986) and have a key function in the reserves-asset development and in the implementation of monetary policies of a nation. Banking is also a very large business that includes as consumers practically every household and business in every country (Rhoades, 1997). Furthermore, banks are important for the nation's economy because the banks provide solutions to the money supply, short-term liabilities, long-term capital, and project monitoring (Freixas & Rochet, 2008) and are the sole sources of external financing for any business entity. In a general definition, a bank is a business entity that operates by providing loans and receiving deposit from the public. Traditionally, the bank is an intermediary institution between lender and depositor. The bank receives money from the depositor and distributes the money to the lender (the one who needs the money for different purposes). Despite their important role as financial intermediaries to build the economy of the country, banks also may face significant challenges that could seriously damage their businesses. If their assets fall short over their liabilities, then the banks become insolvent. Banks' value in assets could also fall due to the default of the borrowers (Beck, Demirgüç-Kunt, & Merrouche, 2010).

Today, the function of a bank is more than just about lending and depositing. The bank provides a wide range of products and services to its customers, such as foreign exchange transactions, investment in capital market, trade finance, leasing, insurance, and more. Banking institutions provide for many projects that have significant impacts on the economy, such as building infrastructures (road, hospitals, and schools), investment in working capital, and providing loans for big and small-medium business enterprises. The complexity of banks' business activities today, according to Freixas and Rochet (2008), feature two main factors:

1. Banks usually deal with financial contracts (loan and deposit), which cannot easily be sold as opposed to financial securities such as stocks and bonds. Therefore, banks have to hold the financial contracts until the maturity.
2. The characteristics of the contract or securities issued by the companies are usually different from those of the contracts or securities desired by investors.

The banking industry has two important attributes that make it a very dynamic industry. First, the banks have a larger number of key stakeholders than many other industries. The key stakeholders are

the bank's owners, borrowers, depositors, regulators, and managers (Yamak & Süer, 2005). Managers and regulators influence banks' performance directly, while depositors and borrowers are the key stakeholders of the banks, as they are large in numbers and more diverse. This characteristic makes the banking industry highly visible to the public. Second, the banking industry is also an example of an industrial sector that offers required goods and services to a particular environment, and whose business strategies and practices are bound by public attention (Horn & Rudolf, 2011). Furthermore, if the banking industry (private banking) offers the quality of goods and services that are required by society, a better quality relationship would be created between private banking and its customers (Horn & Rudolf, 2011).

Banking institutions also play a vital role in human capital, as they are actively involved in recruitment and training for potential employees. Banking institutions realize that potential employees are both the short and long-term key to sustaining the banking businesses and operations in the tough competitive market. To recruit potential employees, banking institutions may promote their corporate socially responsible activities as a medium of attractiveness (Greening & Turban, 2000). This thesis sought the perceptions of final year university students about corporate social responsibility and organizational attractiveness in conventional and Islamic banks in Indonesia.

2.10.2 Overview of Islamic banks

Historically, Islamic banking practices were developed in the period of the Prophet of Muhammad SAW in the 7th century but were commercially implemented in the last century. Islamic banking, which is included in the Islamic financing system, is based on the principle that the use of *riba* or usury (interest) is prohibited in Islamic law or Shari'ah. This law prohibits Muslim people from receiving interest as income or from paying interest. This law led the Muslims people to set up financial system and financial institutions according to Shari'ah law.

To understand Islamic banking further, it is also important to understand the Islamic finance system. Geographically, the Islamic finance system is practiced mostly in Muslim countries such as in the Middle East. It is also practiced in small regions of Africa, and South-East Asia. Later the system also spread to European countries such as Spain, and the Mediterranean and Baltic States (Z. Iqbal, 1997). The term "Islamic Financial System" itself is relatively new (Z. Iqbal, 1997), appearing first in the mid-1980s. In addition to the prohibition of the receipt and payment of interest, the Islamic financial system also pursues other Islamic principles, such as risk-sharing, individual rights and duties, property rights, and the sacredness of contracts. The Islamic financial system is not limited to banking but includes capital formation, capital markets, and all types of financial intermediation as long as Shari'ah law is obeyed (Z. Iqbal, 1997; M. Khan & Bhatti, 2008).

Like the conventional financial system, the Islamic financial system also provides lending, borrowing, and investment functions. However, the main difference between the two systems is the Islamic financial system applies risk sharing (profit and loss sharing). This principle enables the market to control the efficiency of capital rather than fixing it as an “interest rate” that damages the free market instrument and leads to speculative actions (M. Khan & Bhatti, 2008). The Islamic financial system confirms the optimal rate of capital invention, and its efficiency leads to sustainable economic growth and fair prospects for all. Furthermore, the Islamic financial system is value-based and prioritizes the moral and material wellbeing of the individual and society at large (K. Ahmad, 2000; Siddiqi, 2000). The Islamic financial system takes the form of contracts or agreement between providers and users of funds to manage the risk. The growth of the Islamic financial system was followed by the growth of Islamic banking as part of the Islamic financial system.

In the early 1960s, the Mitt Ghamir bank in Egypt was established as the first Islamic bank in the world. Since then, the Islamic banks have grown significantly across the globe (Siddiqi, 2006). The Islamic banks operate on the principles of Islam as revealed in the Holy Qur’an (the holy book of the Muslim people) and the Hadith from the beloved Prophet Muhammad SAW (PBUH). Islamic banks promote justice, fairness, trust, and balanced society in all aspects of human life based on Shari’ah Law (K. Ahmad, 2000; Dusuki, 2008a, 2008b; Siddiqi, 2000). Furthermore, Islamic banks also prohibit any business transaction that contains interest or *riba*, and any forbidden activity that is not compliant with Shari’ah Law. Some forbidden activities are gambling, speculation, prostitution, alcohol, over-exploitation of natural resources and other related issues. In addition, Islamic banks apply the profit and loss sharing (PLS) in their business transactions. The Holy Qur’an Surah Al-Baqarah verses 278 and 279 state:

O ye believe! Fear Allah and give up what remains of your demand for *riba*, if ye are indeed believers. If you, do it not, take notice of war from Allah and His Messenger. But if ye turn back, ye shall your capital sums. Deal not unjustly, and you shall be dealt with unjustly.

The Islamic bank is well-known for its ethical norms and social commitment (K. Ahmad, 2000; Warde, 2000). It is a fair system that aims to contribute to social and economic wellbeing, and social justice (Dusuki, 2008c; Haron & Hisham, 2003; Siddiqi, 2000). The implementation of the Islamic banking products and services such as *murabahah* (cost-plus sale), *mudharabah* (silent partnerships), *musyarakah* (full partnership), *ijarah* (leasing), and *takaful* (insurance) has provided alternative investment and business activities to Muslims around the world. El-Hawary, Grais, and Iqbal (2004) defined Islamic banking in particular and Islamic finance in general as a system that obeys the following four principles: (1) risk-sharing, which means the terms of financial transactions should

reflect a symmetrical risk or return distribution among each participant to the transaction, (2) materiality, which means that all financial transaction must have “material finality”, i.e., be directly linked to a real underlying economic transaction; thus options and most other derivatives are banned, (3) no exploitation, which mean that neither party to the transaction should be exploited, and (4) no financing for sinful activities; transactions cannot be used to produce goods banned by the Holy Qur’an (e.g., alcohol, pork products, gambling, etc).

Furthermore, all transactions that are linked with speculative financial transactions such as futures and options, swaps, transactions that involve no physical possession of the seller, and other financial transactions that have no underlying real transactions (Usmani, 2002; Venardos, 2005) are prohibited according to Islamic law. On the other hand, Islamic banking encourages justice and fair trade to all parties involved in the transactions. Since the establishment of Islamic banking more than four decades ago, Islamic banking today has become more resourceful and is going global as part of their increased integration with international markets (Zaher & Hassan, 2001).

In the last decade, Islamic banks have grown over 15% annually with total assets more than \$700 billion US (Benaissa, Parekh, & Wiegand, 2005; F. Khan, 2010). The figure is expected to increase in the upcoming decade. The growth of Islamic banks worldwide was also supported by non-Islamic banks such as HSBC, Standard Chartered Bank, Bank of America, and ABN Amro bank which expanded their banking business through the opening of Islamic bank business units globally and offered the products and services to their targeted customers (Muslim customers). In 2018, there were more than 300 Islamic financial institutions including Islamic banks operating in over 75 countries around the world with total assets estimated USD 2.431 trillion (USD 1.7 trillion belongs to Islamic banks). The assets of Islamic banks, in particular, have grown significantly in the last decade globally to 11.39% (Sagiyeva, 2019). The growth of Islamic banks initially occurred from the current account surpluses of oil in the countries with predominantly Muslim populations, such as in the Middle East. Another reason for this growth is the increased demand of Muslim people to have their own financial system based on Islamic law. Table 2.3 provides Islamic banking and finance products and services that apply in all Islamic banking and finance systems worldwide.

Table 2-3 Major features of Islamic banking and finance

Types	Description
Mudarabah	Trustee finance contract or passive partnership: one party provides funds while the other provides expertise and management; profits accrued are shared on a pre-agreed basis, losses are borne only by capital provider
Musharakah	Equity participation: contract providing for profit / loss sharing in the joint business, the financier provides a portion of the total funds and all partners may participate in management, profits are distributed in pre-agreed ratios, but losses are borne strictly in proportion to respective capital contributions. A declining Musharakah may be used for instalment purchase of e.g., a house with the buyer paying pro-rata rent to the financier.
Sukuk	Islamic bonds: generally paying LIBOR + X% rate but may have a fixed rate if backed by ijarah or murabahah transactions; must be asset backed and Shari'ah compliant, sometimes also referred to as Musharakah Term Finance Certificates, with a nominal equity component e.g., purchasing shares on the open market, etc.
Murabahah	Mark up sale: i.e., a sale on mutually agreed profit, client requests the bank to purchase an item for her, bank resells it to the client for a predetermined (marked up) price usually paid in instalments
Ijarah	Lease or lease-purchase agreement
Bay'asalam (including Isti'na)	Deferred delivery purchase: only items that can be fully specified in terms of quantity, quality, attributes, etc. are eligible; monetary instruments are specifically excluded
Bai'muajjal	Deferred payment / credit sale, also known as Murabahah Muajjal, where seller informs buyer of cost, selling price and the final payment date (may be instalment or lump sum); spot price may be lower than deferred payment price
Musawama	Normal market sale with no cost disclosure obligation
Ji'ala	Service charge, consultancy fee, placement fee, etc.
Qard al Hasan	Zero-interest loans repaid when/if able; usually extended only to the needy or destitute

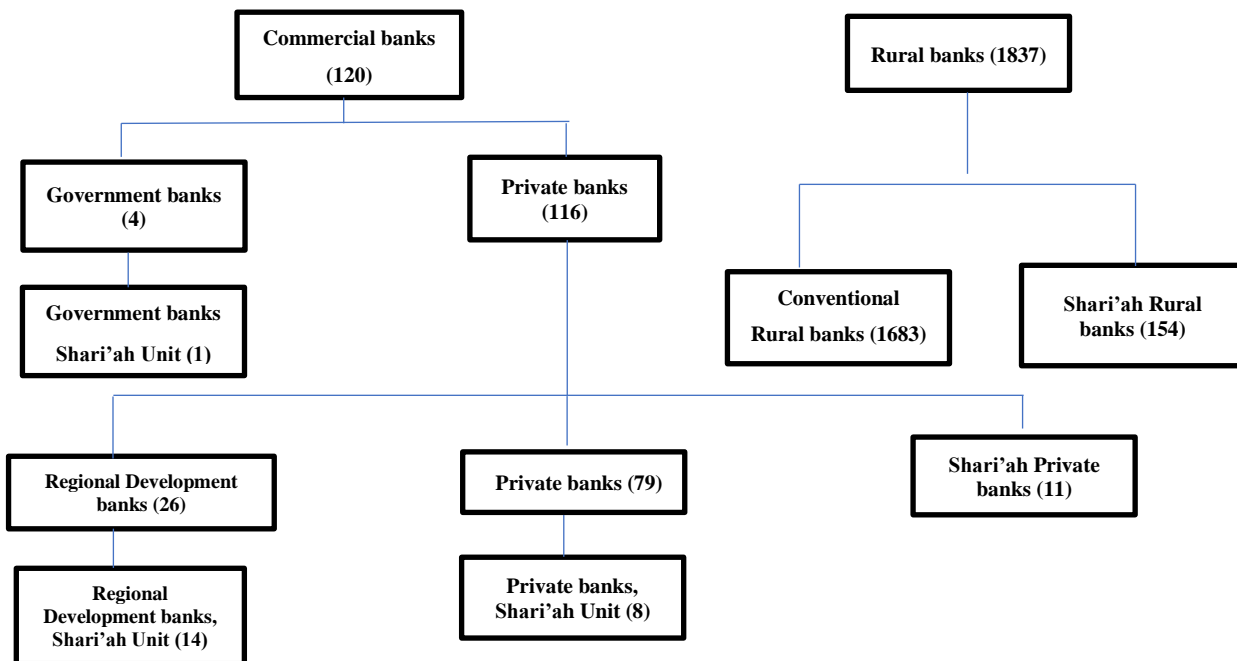
Source: El Gamal (2000), Ayub (2002), Sundarajan and Errico (2002).

2.11 Banking in Indonesia

Like many financial institutions around the world, Indonesia also has financial institutions such as banks that operate domestically and internationally to serve the needs of customers for their business transactions. The history of Indonesian banking institutions started with the establishment of the Bank Indonesia on October 10, 1827. Initially, the bank was called 'de Javasche Bank' or Bank of Java and was set up by the Dutch government and the government-organized Dutch Trading Society (Skully, 1982). After the independence of Indonesia from Netherland colonists in 1945, the Indonesian government struggled to nationalize the institution. It took eight years for the Indonesian government before it was able to nationalize the Bank of Java and change its name into the Bank Indonesia (Skully, 1982).

Based on Indonesian banking law, Indonesian banks are divided into two categories: commercial and rural banks. The main difference between these two types of banks is that the rural banks are not involved directly in a payment system and have limited operational areas. On the other hand, commercial banks do have all operational functions (Wahyuni & Kristanto, 2019). Based on operational definition, banks in Indonesia are divided into Islamic and non-Islamic banks. The total number of banks operating in the country based on the Indonesian Central Bank data in 2011 was 1,937 (commercial and rural banks). Figure 2.6 below shows the structure of banking institutions in Indonesia in 2011.

Figure 2-6 Structure of banking institutions in Indonesia



Source: Bank Indonesia 2012

2.11.1 Non-Islamic banks in Indonesia

In Indonesia, non-Islamic banks or conventional banks operate based on the Indonesian banking law 1992. In 2011, there were 109 non-Islamic banks operating in Indonesia. Four of these banks were owned by the government, 26 banks were owned by local governments, and 79 banks were owned by the private sector (Bank Indonesia, 2012). During the period 1997 to 2000, Indonesia and a few other countries in the region faced a financial crisis that hit their economies, including their financial institutions such as banks. In Indonesia, the crisis started with the collapse of many commercial banks. As a result, the Indonesian currency Rupiah was devalued by up to 80% (Waters, Saadah, & Pradhan, 2003) against other major currencies such as USD and GBP. The real GDP of Indonesia contracted by more than 13% between 1998 and 1999. Furthermore, the poverty rate was more than 27% as the unemployment rate was so high (Suryadarma & Suryahadi, 2009). The Indonesian government closed

65 private banks, merged 9 banks, and nationalized 4 banks as a result of the financial crisis in 1998 (Fane & McLeod, 2002). Although, Indonesia recovered quickly from this situation, the collapse of banking institutions, the economic contraction, the devaluation of the currency, the increase in poverty, and other related problems have caused trauma to many people of Indonesian. To anticipate the same problems occurring in the future, the Indonesian government and central banks have conducted a major reform of all commercial banks operating in the country with regulations such as increasing the minimum requirement of capital adequacy ratio (CAR) from 4% to 8%, money tight policy, transparency of management and supervision, and improvement of risk management practices (Sato, 2005).

In practice, conventional banks, which are recognized as “Western banking” (Beck et al., 2010; Siraj & Pillai, 2012), operate based on principles of interest charges (Hanif, 2014). Conventional banks charge and pay interest through business transactions such as lending and borrowing. Interest is the main source of revenue as well as the cost of the funds of conventional banks (Hanif, 2014). The interests referred to as income occurs as the result of lending activities and other bank business transactions, and is paid in a fixed amount (Porzio, 2010). On the other hand, the cost of funds occurs when the conventional bank has to pay interest on their customers’ deposits (depositors) regardless of the banks’ financial performance (whether they are experiencing losses or profits). In terms of the scope of banks’ businesses, conventional banks are divided into commercial and investment banks. Traditionally, commercial banks obtain information about a company, which is generally unknown to external investors. On the other hand, investment banks acquire private information from lending transactions (Puri, 1996).

2.11.2 Islamic banks in Indonesia

Bank Muamalat Indonesia (BMI), the first Islamic bank, was established in Indonesia in 1992. It is a fully pledged Shari’ah bank. Since then, Islamic banks have grown significantly in the country. According to the Indonesian Central Bank, in 2011 there are eleven fully pledged Islamic commercial banks, twenty-three Islamic banking windows/unit (UUS), and 151 Islamic Rural Banks, known as BPRS (Bank Indonesia, 2012). The promising growth of Islamic banks since 1992 is attributed to the new regulation, Act No. 10/1998, released by the government, which provides for a dual banking system, involving Islamic and non-Islamic banks, to operate laterally (Ika & Abdullah, 2011). Furthermore, another turning point of the rapid growth of Islamic banks in Indonesia was the regulation of the Indonesian Central Bank through The Blueprint of Islamic Banking Development in Indonesia which was released in 2002 (Abduh & Azmi Omar, 2012). The Blueprint of Islamic Banking Development in Indonesia emphasizes three main aspects: assigning a solid base for

sustainable development, underpinning business organization, and conforming with international values for financial products and services (Bank Indonesia, 2012).

After the financial crisis came to an end, Indonesian economic growth experienced positive results, 6% in 2008, 4.5% in 2009, and 6% in 2010 respectively. The economy was expected to grow at the same level in 2011 and 2012 (Abduh & Azmi Omar, 2012). The growth of the Indonesian economy has also impacted the growth of Islamic banks in the country. In 2010, the total assets of Islamic banks were Rp.80.59 trillion (+/- AUD 7.5 billion), total financing and deposits were Rp.59.56 trillion (+/- AUD 4 billion) and Rp.61.88 trillion (+/-AUD 5 billion) respectively. These figures increased by more than 40% on average from previous years (Abduh & Azmi Omar, 2012). By the end of 2018, Islamic banks in Indonesia had achieved a significant growth in terms of financial aspects and also in trust from the society, particular from Muslim people. Table 2.4 below presents a brief picture of the growth of Islamic banks in Indonesia from selected indicators during the years 2014 to 2018:

Table 2-4 Islamic banks indicators over a period in Indonesia

(Rp Billion)	Year				
	2018	2017	2016	2015	2014
Banking Indicators					
Total assets	241,596	221,938	195,613	179,107	172,193
Total financing	98,417	95,991	86,509	80,625	75,259
Total deposits	183,081	169,360	147,539	137,496	135,991
Net Profit	1,231	852	890	737	192
FDR (%)	78.91%	80.53%	86.08%	87.96%	88.75%
NPF (%)	2.18%	2.35%	1.91%	2.82%	2.79%
CAR (%)	20.39%	19.84%	19.80%	17.71%	17.34%
Total employees	24,284	-	-	-	-

Sources: Five major Islamic bank's annual report in Indonesia

Table 2.4 shows that the total assets of Islamic banks increased significantly from Rp.172.193 billion in 2014 to Rp. 241.596 billion by the end of 2018. Total financing and deposits also increased from Rp.75.259 and Rp.135.991 billion in 2014 to Rp. 98.417 billion and Rp.183.081 billion respectively. Furthermore, the ratio of financing to debt ratio (FDR) also showed improvement from 88.75% in 2014 to 78.91% at the end of 2018. The non-performing financing (NPF) also showed improvement from 2.79% in 2014, dropping to 2.18% at the end of 2018. Capital adequacy ratio (CAR) also increased significantly from 17.34% in 2014 to 20.39% in 2018. The net profit also indicated a positive trend over a period of time. In 2014, the total net profit of the banks was Rp 192 billion, which increased to Rp. 1.231 billion. In addition, the total number of employees of all five major Islamic banks in Indonesia was 24,284 employees in 2018.

Despite the promising growth of Islamic banks in Indonesia, in general they face many obstacles, such as the small percentage of market share nationally compared to conventional banks. Until the end of 2017, the total market share of Islamic banks in Indonesia nationally was only 5.7% (Al Arif

& Rahmawati, 2018). This percentage does not reflect the fact that the majority of Indonesian people are Muslims, so Islamic banks should be dominant in the banking business in Indonesia. The fact is that only a small percentage of the Indonesian Muslim population becomes the customers of Islamic banks. Ideally, all Muslims should support the development of Islamic banks as customers (Nathan & Pierce, 2009).

Furthermore, the lack of skilled human resources to understand and implement the practice of Islamic banks has also caused problems (Ismal, 2011). Most Islamic banks' employees in Indonesia came from non-Islamic banks where they were immersed in non-Islamic banking knowledge and practices over a long period of time. So, when they moved to Islamic banks, many of them faced multiple obstacles. Fortunately, today many higher education institutions have opened study programs that relate to the Islamic economy or banking (Buchori & Malik, 2004). Lack of diversification of products and services offered to customers are also among the causes of the smaller market share of Islamic banks. Unlike non-Islamic banks, Islamic banks in Indonesia do not offer many types of products and services to the public. Furthermore, Islamic banks do not have good infrastructure and technology to meet the demands of customers in banking transactions. Karim and Affif (2005) argue that factors such as better facilities, improvement of product development, compliance to Islamic principles, increase in the number of branches and wider networks, and management transparency could also improve the growth of Islamic banks in Indonesia.

Over the last decade, studies have been conducted in the area of Islamic banking in Indonesia (Abduh & Azmi Omar, 2012; Ika & Abdullah, 2011; Ismal, 2011; Shaban, Duygun, Anwar, & Akbar, 2014). Ika and Abdullah (2011), for example, made a comparative study of the financial performances between Islamic and non-Islamic banks in Indonesia. Factors such as profitability, liquidity, risks and solvency, and efficiency are measured in their study. Based on a certain period and the number of banks used as samples in their study, they found that there is no significant difference in financial performance between Islamic and conventional banks in Indonesia. Another study conducted by Abduh and Azmi Omar (2012) focused on the factors that support the growth of Islamic banks in Indonesia. Their study measures the influence of factors such as religiosity, perception towards banks, and demographic variables on Islamic banks in Indonesia. Their results show that religious people are more likely to support the development of Islamic banks in Indonesia. Other factors such as Islamic banks' marketing strategies and advertisements also significantly influence the perception towards Islamic banks in Indonesia.

Most of the studies on Islamic banks in Indonesia focus on the organizational level, such as on their financial performance (Ika & Abdullah, 2011; Wibowo & Saptutyningasih, 2004), or prohibition of

interest (Widagdo & Ika, 2008). On the other hand, very little study has been conducted at the individual level, such as on consumer behaviour or individual perception (Karim & Affif, 2005). Furthermore, there is no study about job seekers' perception of corporate social responsibility and organizational attractiveness in Islamic and non-Islamic banks in Indonesia. This thesis investigates this issue.

2.11.3 Corporate social responsibility and non-Islamic banks in Indonesia

Conventional or traditional banks in Indonesia were established a long time ago, with the BRI bank recorded as the oldest bank operating in Indonesia for more than 100 years. Conventional or traditional banks operate by charging interest on a loan or giving credit interest on a deposit account. They control ninety-five percent of the total assets of Indonesia's national banking share market, while the rest goes to Islamic banks and other financial institutions, such as insurance companies. Based on the Indonesia Central Bank report (Bank Indonesia, 2012), in 2012 there were about 109 traditional banks operating within the country. Moreover, the total assets of these banks in 2012 were Rp.4,300 trillion. The role of conventional banks in corporate social responsibility in Indonesia is significant. Most of the corporate socially responsible activities are invested in charitable programs such as donations and education scholarships. Others are in community development and natural environment protection.

There has been an increase in the reporting or disclosure of corporate socially responsible activities in banking institutions globally, including in Indonesia. This shows that banks have become more aware of the stakeholders' demand for ethical values, social impact and natural environment, which led the banks to provide an integrated reporting system (Lodhia, 2015). According to Lodhia (2015), a bank's integrated reporting that includes information about a bank's organizational ethical values and goals based on the combination of social, economic, and environment aspects distinguishes the bank from its market competitors. In his study, Lodhia (2015) referred to the Good Bank which implemented the integrated reporting more than a decade ago and argued that Good Bank was perceived as a good bank compared to the four major banks in Australia by its customers. The Good Bank implemented a solid interaction between social and environmental issues connected to their business activities (Lodhia, 2015). Furthermore, the Good Bank did not primarily focus on maximizing their shareholders but considered the stakeholders at large. Also, the Good Bank was an excellent example of the transition to integrated reporting that linked the bank's strategic business plan for a long-term goal and synergized with social-economic and environmental responsibility in Australia (Lodhia, 2015).

2.11.4 Corporate social responsibility and Islamic banks

Islam also emphasizes the concept of human wellbeing, social justice, fair trade, and the relationship between humans and the natural environment (Dusuki, 2008c; Haniffa & Hudaib, 2007; Zaher & Hassan, 2001). Allah SWT (The God Almighty) in the Holy Quran says, “We send our Messengers with clear signs and sent down with them the Book and the Balance (Rights and Wrong), that men stay stand forth in justice” (The Holy Quran S57:25). The Prophet Muhammad SAW (PBUH) in his Hadith narrated by Malik Ibn Anas said, “An employee is entitled to at least get good food and clothing of a decent size and is not burdened with ability to work outside the limits of his ability”. These quotations from the two main sources of Islamic principles clearly state that all business transactions should be clear, transparent, and ethical, with written contracts, in order to seek justice (G. Williams & Zinkin, 2005). Again, most studies about these issues dealt with banks operating in the Middle East. The study of corporate social responsibility in banks in other Muslim countries, such as Indonesia, is beginning to appear. The present research has built on this emerging area of study.

Corporate social responsibility is relevant to Islamic bank principles which pursue the well-being of the society, justice, and good deeds to others (Aribi & Gao, 2010; Basah & Yusuf, 2013; Abul Hassan & Syafri Harahap, 2010). Giving charity to the poor, donations, education scholarships are among the popular corporate socially responsible activities conducted by Islamic banks around the world. Moreover, those activities must be free from anything that contradicts the Shari’ah law. The study of corporate social responsibility and Islamic banks is extensive in the Middle East, where the dominant population is Muslim (M. Khan & Bhatti, 2008). Some of the countries in the region have big concerns about the implementation of corporate social responsibility in Islamic financial institutions, including Islamic banks. They are Qatar, Bahrain, Saudi Arabia, Kuwait, and UAE. The study of corporate social responsibility and Islamic banks in the region cover area such as business organization structures, human resources, environment, financial performances, and others (Choudhury et al., 2009; A Hassan & Salma Binti Abdul Latiff, 2009; M. Khan & Bhatti, 2008).

Islam also emphasizes the concept of human well-being, social justice, fair trade and the relationships between human and natural environment (Haniffa & Hudaib, 2007; Kamla & Rammal, 2013; Zaher & Hassan, 2001). Allah SWT (The God Almighty) in the holy Qur’an says, “We send our Messengers with clear signs and send down with them the Book and the Balance (Rights and Wrong), that men stay forth in justice” (The Holy Qur’an S57:25). The Prophet Muhammad SAW (PBUH) in his Hadith narrated by Malik Ibn Anas RA said, “An employee is entitled to at least get good food and clothing of a decent size and is not burdened with ability to work outside the limits of his ability”. From these two main sources in Islamic principles, Islam teaches all people to be ethical, transparent, and just to

others. Social justice, for example, is strongly taught in Islam and become the core principle in Islam (Kamla & Rammal, 2013).

In their study, Kamla and Rammal (2013) focused on social justice reporting in Islamic banks through five categories: adherence to Sharia principles, funding socially motivated investments and projects, access to credit and schemes for financial inclusion of the poor and disadvantaged, community contribution, zakat, charitable activities and donations, and Qard hasan. All these categories aim to help create social justice in society through the involvement of Islamic banks. Despite the increased disclosure by Islamic banks about their' social responsibility on their websites, the results from the Islamic bank's social justice activities are still far from enough. Islamic banks should do more in their social activities, such as poverty alleviation, to help the poor and disadvantaged people (Kamla & Rammal, 2013).

Studies about Islamic banks and their corporate socially responsible activities in Indonesia are very limited. Previous studies focused on the Shari'ah principles, poverty alleviation, and moral values (Choudhury et al., 2009; Tafti et al., 2012). Since the majority of studies of corporate social responsibility, organizational attractiveness, intention to apply for jobs, and potential applicants (human resources) only focused on developed countries (Albinger & Freeman, 2000; Greening & Turban, 2000), similar studies on developing countries are required. As one of the developing countries and emerging markets in the world, Indonesia should consider the importance of corporate social responsibility, organizational attractiveness, and human resources, particularly to early career job seekers. Given that Indonesia is the largest Muslim country in the world, this thesis' examination of the dual banking system of Islamic and non-Islamic banks is invaluable. Therefore, the results of this study contribute to the knowledge of corporate social responsibility, organizational attractiveness, and human resources in Indonesia, both in terms of its Muslim character and as a developing country.

Sen et al. (2006) revealed that a company's corporate social responsibility activities have a great impact on (1) the company's products consumption, (2) employment opportunity, and (3) investment in the company. Specifically, employment opportunity refers to the good reputation of company's corporate social responsibility which influences job seekers' intention to apply for jobs. Similarly, Cable and Graham (2000) also indicated that a company's reputation influences job seekers' intention to apply for jobs. Furthermore, a company's reputation is a signal that directs job seekers' intention to apply for a job (Cable & Turban, 2003), although they cannot assess all aspects of the jobs before they work for the company (Rynes et al., 1991). Therefore, job seekers' pursuit of intention to apply is connected positively to a company's reputation (R.-T. Wang, 2013).

2.12 Research Proposition and Hypotheses

This section discusses the proposed research questions and hypotheses related to the research questions of this thesis. Undoubtedly, most researchers want to investigate a unique study and create a fascinating and significant influence on theories (Alvesson & Sandberg, 2011). According to Davis (1996), a theory could become influential if it was true and challenging the postulations motivating the current philosophies in some important methods (Alvesson & Sandberg, 2011). Furthermore, a theory can be seen important in literature if it is different significantly from and linked to existing literature (Alvesson & Sandberg, 2011). To produce a significant theory that contributes meaningful to the existing literature, the researchers should consider generating what kind of questions are needed to address the study. These questions are known as research questions, and they are the essential component in any academic research activity. The research questions are based on the problem and identify and challenge the postulations underlying the current theories (Alvesson & Sandberg, 2011). Research questions play a significant role in research activity and act as a bridge to developing a new theory contributing to the literature. However, many researchers generate research questions due to their motivation to fill a gap in the literature (Lüscher & Lewis, 2008) instead of basing it on the problem (Alvesson & Sandberg, 2011).

Alvesson and Sandberg (2011) argued that generating research questions through problematizing enables the researcher to identify and test the assumptions motivating the existing concepts, leading to the improvement of more attractive and significant theories (Alvesson & Sandberg, 2011). In their study, Alvesson and Sandberg (2011) proposed problematizing as a methodology to generate research questions. This methodology aims to test the assumptions that motivate others and one's theoretical position in research (Alvesson & Sandberg, 2011). This does not mean that the methodology undo someone's own hypothetical position, but rather to discharge it appropriately, so someone's ordinary held postulations can be examined and reassessed in the process of recreating research questions (Alvesson & Sandberg, 2011). Furthermore, the methodology should be able to address two main questions in order to generate a meaningful research question. First, what kinds of norms are significant to suggest and second, how to recognise, communicate and test the assumptions that lead to the building of a new theory (Alvesson & Sandberg, 2011).

This thesis's central assumption is that early career job seekers do not perceive corporate social responsibility as a primary influence on applying for banking positions in Islamic or non-Islamic banks. On the other hand, there is a growing concern from banking institutions in Indonesia, since the introduction of Indonesian corporate law no.40 in 2007 (Waagstein, 2011) to consider social aspects to their stakeholders and not just focus on profit. Both Islamic and non-Islamic banks in Indonesia believe that recruiting future potential employees interested in social responsibility activity

could support its sustainability. The researcher investigates the correlation between corporate social responsibility and the organizational attractiveness of Islamic and non-Islamic banks in Indonesia and the perception of early career job seekers on the intention to apply. This study's results may or may not support the assumptions, and this is consistent with previous research that argued that there might be a positive correlation between multiple phenomena. However, this was not the case (Davis, 1971) cited in Alvesson and Sandberg (2011). Based on the assumptions mentioned above, this thesis develops the following research questions and hypotheses.

Also, this thesis proposes hypotheses that link to the variables used in this study. These proposed hypotheses are part of the quantitative method used in this research. The research has two parts: Study One and Study Two. Study One is a quantitative study using a survey (questionnaire), while Study Two is a qualitative study with focus group interviews. All hypotheses tested in Study One were presented in a null form to confirm the proposed hypotheses' straightforwardness and clearness. Null hypothesis testing is a statistical process used by many researchers to determine if there is no difference between two variables tested in the study (Frick, 1996). However, many studies criticize using the null hypothesis in research (M. J. Harris, 1991; Maher, Markey, & Ebert-May, 2013; Masson, 2011). They argue that null hypothesis testing is not adequate for confirming confidence or predicting the possibility that the claims are claimed correct (Frick, 1996). Despite this concern, null hypothesis testing is still commonly used in many disciplines, such as the social sciences (Loftus & Masson, 1994). Therefore, this thesis also used null hypothesis testing. The following research questions and hypotheses in this study are presented below:

Research questions:

- RQ-1 Is there a difference in the perceptions of early career job seekers from Islamic and non-Islamic universities on the level of corporate social responsibility of Islamic and non-Islamic banks in Indonesia?*
- RQ-2 Do gender, religiosity, and the importance of corporate social responsibility to employees influence the perception of corporate social responsibility of early career job seekers in Indonesia?*
- RQ-3 Do gender, religiosity, and the importance of corporate social responsibility to employees influence the attractiveness of Islamic and non-Islamic banks to early career job seekers in Indonesia?*
- RQ-4 Do gender, religiosity, and the importance of corporate social responsibility to employees influence early career job seekers' intention to apply to Islamic and non-Islamic banks in Indonesia?*

Hypotheses:

- H-1 Early career job seekers from Islamic and non-Islamic universities do not have a significant difference in their perceptions of corporate social responsibility of Islamic and non-Islamic banks in Indonesia.
- H-2 Gender does not have a significant influence on early career job seekers' perceptions of corporate social responsibility in Islamic and non-Islamic banks in Indonesia.
- H-3 Religiosity does not have a significant influence on early career job seekers' perceptions of corporate social responsibility of Islamic and non-Islamic banks in Indonesia.
- H-4 The importance of corporate social responsibility does not have a significant influence on early career job seekers' perceptions of corporate social responsibility of Islamic and non-Islamic banks in Indonesia.
- H-5 Gender does not have a significant influence on the attractiveness of Islamic and non-Islamic banks in Indonesia to early career job seekers.
- H-6 Religiosity does not have a significant influence on the attractiveness of Islamic and non-Islamic banks in Indonesia to early career job seekers.
- H-7 The importance of corporate social responsibility to employees does not have a significant influence on the attractiveness of Islamic and non-Islamic banks in Indonesia to early career job seekers.
- H-8 Gender does not have a significant influence on early career job seeker's intention to apply in Islamic and non-Islamic banks in Indonesia.
- H-9 Religiosity does not have a significant influence on early career job seekers' intention to apply to Islamic and non-Islamic banks in Indonesia.
- H-10 The importance of corporate social responsibility does not have a significant influence on early career job seekers intention to apply to Islamic and non-Islamic banks in Indonesia.

2.12.1 Hypotheses for Study One

Corporate social responsibility and its relationship to stakeholder's theory and stakeholders' perception have been discussed earlier in this chapter. Stakeholders can be individual, customers, potential employees, management, government, community, other organizations, the environment, and others. As this thesis investigated the early career job seekers' perceptions of corporate social responsibility and organizational attractiveness in Indonesia's banking sector, appropriate variables were selected to formulate the research questions. The independent variables to be tested were gender, religiosity, and the importance of corporate social responsibility to employees. The dependent variables tested were corporate social responsibility, organizational attractiveness, and intention to apply. All variables were tested using the null hypothesis to investigate whether there was a significant influence between variables tested. Testing these hypotheses fill the literature gap in the area of human resources, corporate social responsibility, and Islamic and non-Islamic banks in Indonesia.

Hypothesis about Islamic and non-Islamic universities in Indonesia

The thesis participants were graduating students or early career job seekers from Islamic and non-Islamic universities in Indonesia. Therefore, the researcher decided to include the higher education institution as one of the variables tested to address the research questions and hypotheses proposed in this thesis. Previous studies show that higher education institutions as a variable in social science research are common (González-Rodríguez et al., 2013; Leveson & Joiner, 2014). Furthermore, the study of corporate social responsibility and university students' perception has become an interest of many academic scholars (J. Ahmad, 2012; González-Rodríguez et al., 2013; Leveson & Joiner, 2014; Mehta, 2011). These researchers found that introducing a corporate social responsibility program into university life, particularly to students, leads to positive outcomes where the university students become more engaged in issues such as a firm's ethical behaviour, environmental protection, community development, and education (González-Rodríguez et al., 2013; Leveson & Joiner, 2014; Mehta, 2011).

The selection of the Islamic and non-Islamic universities in this thesis was based on purposive sampling. This is because these universities represent Indonesian Islamic and non-Islamic universities in many aspects, such as academic staff, the number of students, reputation, establishment, infrastructure, research and publications, and location. As this thesis focuses on the individual level, early career job seekers or graduating students, it is important for the researcher to include both Islamic and non-Islamic universities as one of the variables tested in the study. An overview of the Islamic and non-Islamic universities selected in this thesis appears in Appendix 4. However, there may or may not be differences in early career job seekers' perceptions from Islamic and non-Islamic

universities toward corporate social responsibility performed by Islamic and non-Islamic banks in Indonesia. Therefore, the null hypothesis was developed as follows:

H-1: Early career job seekers from Islamic and non-Islamic universities do not have a significant difference in their perceptions of corporate social responsibility of Islamic and non-Islamic banks in Indonesia.

Gender hypotheses

Over the last decade, the study of gender has become important in the literature (Reguera-Alvarado, de Fuentes, & Laffarga, 2017; L. C. Wang & Calvano, 2015; Yukongdi & Lopa, 2017) and corporations, politics, the economy, and other areas. For example, at the corporation level, the number of female directors occupying top-level positions is still smaller than their male colleagues. In some European countries, such as Spain, Sweden, and Norway, the percentage of female directors on the board of directors is no more than 40% (up to 40% in Spain, 25% in Sweden, and up to 40% in Norway), let alone the issue of salary differences (De Cabo, Gimeno, & Nieto, 2012; Elkinawy & Stater, 2011). However, this situation encourages other countries to consider the importance of equal opportunity among boards of directors regarding the number of each gender in the top positions. R. B. Adams and Ferreira (2009) show females at the top management level could impact a company's performance. Other studies found that women's presence on boards could positively influence financial performance and non-financial performance, such as corporate social responsibility (Bernardi & Threadgill, 2011; Ibrahim, Howard, & Angelidis, 2003; R. J. Williams, 2003). Furthermore, female directors can improve the stakeholders' sensitive and active participation in corporate socially responsible activities (Konrad, Kramer, & Erkut, 2008), thereby promoting an organization's corporate image or reputation (Rao & Tilt, 2016). Besides, female directors have a more positive attitude towards environmental issues and a more substantial commitment to keep the environment protected (Braun, 2010).

Daily and Dalton (2003) discuss the importance of increasing board gender diversity. They argue that the more women occupying top management positions, the better the decision-making process will be. Furthermore, it creates a broader perception and a higher expectation of outcomes (Daily & Dalton, 2003). Another study perceives diversity as an essential aspect of any organization, particularly in the top management position. Diversity in experiences among the board of directors, for example, is a crucial asset that can improve teamwork, innovation, and problem-solving orientation (Aparna Joshi & Roh, 2009). Furthermore, Aparna Joshi and Roh (2009) argue that the more diverse the board of directors is in terms of gender, the more effectively they work to achieve the business objectives and contribute positively to corporate socially responsible programs.

Other studies also found that diversity at the top management level could improve the networking connections among stakeholders, such as the company and its employees, the company and its customers, and the company and its community. These networking connections are crucial to understanding environmental needs better, mainly when dealing with corporate socially responsible activities (Beckman & Haunschild, 2002). Consistent with that study, R. J. Williams (2003) and Bernardi and Threadgill (2011) agree that corporations which employ more female directors are more likely to be proactive in addressing corporate socially responsible initiatives. Also, the more female directors involved in corporate socially responsible programs, the better communication with all board members and the better outcomes will be (Harjoto, Laksmana, & Lee, 2015; Rao & Tilt, 2016; Rudman & Glick, 2001)

At the individual level, the study of gender perception and corporate social responsibility is of interest to academic scholars (Fatoki, 2016; Haski-Leventhal, Pournader, & McKinnon, 2017; Rosati, Costa, Calabrese, & Pedersen, 2018). Hur, Kim, and Jang (2016), in their study about the role of gender differences toward corporate social responsibility perceptions on corporate marketing outcomes, found that female consumers in South Korea perceive corporate social responsibility more highly than their male counterparts. However, male consumers perceive the relationship between corporate social responsibility and brand equity was more significant than female consumers (Hur et al., 2016). Rosati et al. (2018), in their study on employee attitudes towards corporate social responsibility, argued that a company's corporate social responsibility disclosure could have a positive impact on employee perception. They found that male employees perceive corporate social performance more positively than female employees (Rosati et al., 2018). Corporate social responsibility also attracts the business student's attention. A study of the role of gender and corporate social responsibility attitudes in business students showed that female students perceive ethical responsibility more highly than male students. Furthermore, the study revealed that female students were more welcoming of curriculum changes that focused on corporate social responsibility studies than male students (Haski-Leventhal et al., 2017).

Although the attention of researchers on gender differences and their perception towards corporate social responsibility in many types of business organization has increased worldwide, minimal research on corporate social responsibility and gender perception has been conducted in relation to Islamic and non-Islamic bank institutions, particularly in Indonesia (Bahari & Yusuf, 2014). Previous studies of corporate social responsibility and gender perception towards Islamic banks, for example, mainly occurred in the Middle East (Kamenou-Aigbekaen, 2019; Karam & Jamali, 2013). Despite Indonesia being the largest Muslim country globally and economically, culturally and socially diverse, the people of Indonesia are different from the Middle East. For example, most early career

male and female job seekers come from low social-economic status. Therefore, this thesis is important. It investigates if there is a gendered difference in the perception toward corporate social responsibility of Islamic and non-Islamic banks as a medium of organizational attractiveness that might influence early career job seekers intention to apply when seeking employment in a banking institution in Indonesia. This study's results may or may not show a significant difference between males and females' perception and consistent with the approach adopted in this chapter, the following hypotheses are presented in the null hypothesis format.

H-2: Gender does not have a significant influence on early career job seekers' perceptions of corporate social responsibility of Islamic and non-Islamic banks in Indonesia.

H-5: Gender does not have a significant influence on the attractiveness of Islamic and non-Islamic banks in Indonesia to early career job seekers.

H-8: Gender does not have a significant influence on early career job seeker's intention to apply to Islamic and non-Islamic banks in Indonesia.

Religiosity hypotheses

Religiousness (religiosity) is defined as a human value and an individual's relationship to a supreme being and how the individual behaves in his/her life with other people in the community (McDaniel & Burnett, 1990). (B. R. Johnson, Jang, Larson, & De Li, 2001) define religiosity as a commitment to religion by an individual. Furthermore, this commitment to religiousness determines the individual's attitudes and behaviour (Sood & Nasu, 1995). Similarly, Delener (1994) advises that religiousness is an essential value in a person's mental structure, which in turn, affects the person's behaviour. Delener (1994) also notes that religious people are more moderate than non-religious people and they can make the decisions morally. Another study defines religiosity as a positioning worldview that is articulated in faiths, stories, signs, and performances of worships; it is also a private involvement of the individual, bonds individuals with each other, and positions their activities (Peterson, 2001). So, religiosity is different from spirituality. As stated earlier, religiosity could affect individual behaviour and attitude towards others, such as corporate socially responsible activity.

There has been growing attention in academic literature about the connection between religiosity and corporate social responsibility. At the top management level for example, researcher have investigated the relationship between executives/directors and their decisions to support corporate socially responsible activities (Angelidis & Ibrahim, 2004; Weaver & Agle, 2002). Furthermore, religious executives in corporations are more likely to treat their stakeholders at large fairly, which can be done through socially responsible activity (Chatjuthamard-Kitsabunnarat, Jiraporn, & Tong,

2014). Ibrahim, Howard, and Angelidis (2008) found that the more religious managers in an organization, the more ethical and socially responsible oriented they are. Brammer, Williams, and Zinkin (2007) argue that religiosity could play a substantial function in determining individual views of corporate social responsibility.

Brammer et al. (2007) found that Buddhists perceive corporate social responsibility more broadly than non-religious people, while Muslims encourage corporations to participate actively in poverty reduction and do more on charity. For orthodox Christians, doing good things to others is a manifestation of their gratitude to God, which leads to their positive behaviour towards social responsibility activity. In Indonesia, most people (approximately 99.9%) believe in God and practice a specific religion such as Islam, Christianity, Hinduism, or Buddhism. The majority of the population in Indonesia are Muslims, followed by Christians, Hindus, and Buddhists. However, very little study has been conducted to see if there is a positive correlation between religiosity and the effort to perform corporate social responsibility in Indonesia. This current thesis proposes religiosity as one of the variables for hypothesis testing to see if there is a significant influence on corporate socially responsible activities in the banking sector in Indonesia.

There are studies concerning the influence of religiosity or religiousness on job recruitment, including the intention to apply. Researchers found that religious individuals or religious job seekers pursue firms closely related to their moral values (Milliman, Czaplewski, & Ferguson, 2003; Paterson, Specht, & Duchon, 2013). However, this is not always the case. Some studies found that religious persons may have negative perceptions toward a company with a religious appearance. Further, an increase in society's willingness to promote religious and spiritual beliefs does not necessarily translate into a valuable employment incentive that will attract prospective job applicants (King & Holmes, 2012). Other studies found that job seekers are attracted to organizational culture, behaviour, and symbols, including religious values (B. R. Johnson et al., 2001; Uggerslev et al., 2012). This thesis sought the correlation between religiosity and company attractiveness to potential job applicants (early career job seekers), particularly corporate social responsibility in Islamic banks. Based on the previous literature, there may or may not be evidence that religiosity influences early career job seekers' perception, organizational attractiveness, and intention to apply to socially responsible Islamic and non-Islamic banks in Indonesia. Therefore, the researcher proposes the following null hypotheses as follows:

H-3: Religiosity does not have a significant influence on early career job seekers' perceptions of corporate social responsibility of Islamic and non-Islamic banks in Indonesia.

H-6: Religiosity does not have a significant influence on the attractiveness of Islamic and non-Islamic banks in Indonesia to early career job seekers.

H-9: Religiosity does not have a significant influence on early career job seekers' intention to apply to Islamic and non-Islamic banks.

Hypotheses of the importance of corporate social responsibility to employees

Evidence from previous studies shows that corporate social responsibility is an important factor that could influence employees' commitment to an organization and also could attract potential employees to work (Aguilera et al., 2007; Gomes & Neves, 2011; Greening & Turban, 2000; S.-Y. Kim & H. Park, 2011). These researchers argue that a socially responsible organization creates a positive image to the broader stakeholders, including employees, that influence the organization's commitment. Furthermore, socially responsible activities of an organization can also be a medium to attract future potential employees through the positive image and impact of these activities. Good corporate socially responsible activities lead the organization to build a positive identity, which is perceived as an important factor in employees developing positive commitment to the organization. Employees' commitment to the organization depends on its excellent performance in corporate social responsibility.

It is important for every organization or company to ensure that its programs and performances related to stakeholders at large are perceived positively by its employees. Corporate social responsibility performances should be perceived as an influential factor for employees to motivate them to work and have a positive commitment to the organization. Previous studies have shown that employees perceive corporate social responsibility as an important factor that could motivate them to work positively within the organization (Collier & Esteban, 2007; H.-R. Kim, Lee, Lee, & Kim, 2010; Rodrigo & Arenas, 2008). This thesis sought the correlation between the importance of corporate social responsibility and organizational attractiveness and intention to apply in Islamic and non-Islamic banks in Indonesia. However, the variables of the importance of corporate social responsibility may or may not significantly influence early career job seekers' perception, organizational attractiveness, and intention to apply toward socially responsible Islamic and non-Islamic banks in Indonesia. Therefore, the researcher proposed the following null hypotheses below:

H-4 The importance of corporate social responsibility does not have a significant influence on early career job seekers' perceptions of corporate social responsibility of Islamic and non-Islamic banks in Indonesia.

- H-7 The importance of CSR to employees does not have a significant influence on the attractiveness of Islamic and non-Islamic banks in Indonesia to early career job seekers.
- H-10 The importance of corporate social responsibility does not have a significant influence on early career job seekers' intention to apply to Islamic and non-Islamic banks in Indonesia.

2.13 Conclusion

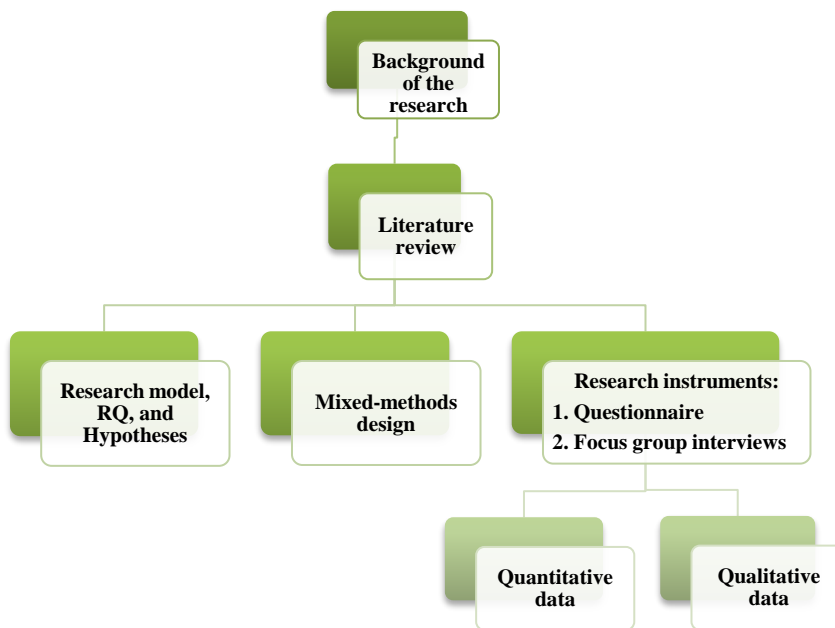
In this chapter, the study provided a review on literature of corporate social responsibility in general and in Indonesia in particular, to address the call from Aguinis and Glavas (2012) to conduct more research on corporate social responsibility at the individual level of analysis rather than organizational level. This chapter provided the model and theory used to support the study as well as the research questions and hypotheses with null hypotheses to address the research problem.

3. Research Methodology

3.1 Introduction

This thesis used a mixed-methods research design, common in social and human behavioural science research (Doyle, Brady, & Byrne, 2009; R. B. Johnson & Onwuegbuzie, 2004; Sandelowski, 2000). This chapter discusses the concepts behind and argues the reasons for choosing this method, beginning with a framework of the theoretical concepts underlying the research methodology. The explanation and rationalisation of data collection and the development of the surveys and focus group interviews follow. This chapter also provides the demographic of the research population and samples, the research tools (questionnaire surveys) and data analysis at every step of the study. The section on data validity, reliability, and measurement is followed by discussion of ethical concerns and ethics approval and a conclusion. The chart below depicts the research process in this thesis:

Figure 3-1 Research Process



3.2 Philosophical Foundation

This thesis is based on the philosophical worldview of social constructivism. Social constructivism recognizes the individual's search for understanding of the world in which they live and are employed (Creswell, 2014). According to Creswell (2014), the purpose of the research based on this philosophical foundation is to seek out as much as possible the participants' views of the phenomenon under study. Previous studies argue that social constructivism highlights the significance of culture and background in identifying and understanding what happens in society and creates knowledge based on that identification and experience (B. Kim, 2001; Porcaro, 2011). The researcher of social

constructivism pays serious attention to what people in society say or do in their lives (Creswell, 2014).

The researcher chose a social constructivist paradigm to examine the individual perspective on issues, including the cultural and historical background. As the thesis focuses on early career job seekers' perceptions of corporate social responsibility and organizational attractiveness in Islamic and non-Islamic banks in Indonesia, understanding the character of the people of Indonesia, including their culture and way of life, is consistent with the philosophical foundation of social constructivism. The use of the philosophical paradigm of social constructivism is preferred to other approaches of pragmatism and positivism because it achieves a better understanding of the research problem. The following section discusses the ontological and epistemological bases of the methodology of this thesis.

3.2.1 Ontology

Gruber (1993) defines ontology as a set of modules (concepts), interactions, purposes, proverbs, and examples and divides it into four categories: formal, explicit, conceptualization, and shared. Ontology is the branch of philosophy about the substance and nature of facts (Duberley, Johnson, & Cassell, 2012). It comes from the combination of two Greek words – *ontos* and *logos*, which mean, “being knowledge” (Duberley et al., 2012). The Greek philosophers understood ontology as a science or a discipline (Wyssusek & Totzke, 2004). Others define ontology as the philosophy of existence (Goertz & Mahoney, 2012; B. Smith, 2012). B. Smith (2012) defined ontology as referring to a branch of philosophy that is linked to the reality. Goertz and Mahoney (2012) describe ontology as the concept of meaning or the element of the empirical world.

Gruber's first category, “formal”, refers to the clarity of the concept of ontology, “explicit” means that the type of ideas used and the constraints on their use are explicitly described. “Conceptualization” refers to the intangible type of phenomena in the world by identifying the appropriate idea of the phenomena, and “shared” refers to the consensual knowledge accepted by society. In this thesis, ontology is helpful to distinguish between constructivism and realism. Constructivism perceives the world as constructed by people (Sobh & Perry, 2006) while realism is an external, independent, and objective view of social actors (Saunders, Lewis, & Thornhill, 2007). The realism paradigm helps the researcher to investigate various methods of problem solving and of better understanding society's activities.

3.2.2 Epistemology

Researchers define epistemology as the idea of knowledge or how to understand the knowledge. The term epistemology comes from the Greek word “episteme”, which means “the term of knowledge” (Lipworth, Mason, Kerridge, & Ioannidis, 2017; Tadajewski, 2016). Epistemology is also about the relationship between reality and researcher. Previous studies explain that epistemology includes the following questions: What is the relationship between the researcher and what is known? How do we know what we know? What counts as knowledge? During the philosophical approach in the nineteenth-century, most of the positivists believe that the goal of conducting the research is for scientific explanation (Guba & Lincoln, 2005), which means that the knowledge is created and verified through direct measurements of phenomenon, and the facts are recognized by separating a phenomenon to test its elemental parts.

Both ontology and epistemology are important aspects in research. Ontology refers to the “reality or fact” and epistemology is the correlation between the reality and the scientist (Creswell & Poth, 2016). In research methodology, ontology and epistemology are used to describe and discover the fact or reality and the relationship between the fact and the researcher (Sobh & Perry, 2006). Therefore, it is important to know what the appropriate epistemology and ontology is underlying the research method in order to address the research questions and hypotheses. Guba and Lincoln (1994) analyse the concept of knowledge through basic beliefs (metaphysics) that fall into four scientific paradigms: critical theory, constructivism, positivism, and realism or post positivism, which they define as follows:

Critical theory: *Ontologically*, the reality or knowledge is essential, the structures are real, a virtual or historical reality. *Epistemologically*, critical theory cannot be fragmented from the topic of the study. Furthermore, the findings obtained are value mediated. *Methodologically*, it is about dialogue and dialectical that leads to transformative action. Positivism: *Ontologically*, realism leads to the true situation. *Epistemologically*, the independent entities should exist between the investigation and the object of investigated. The review takes place over a one-way mirror, in order to avoid biases. *Methodologically*, questions or hypotheses are explained in propositional procedure and focus on practical test. Post-positivism or Realism: *Ontology* is critical for post-positivism or realism, due to the claim that reality should be subjected to critical examination in order to obtain the facts. *Epistemologically*, post-positivism or realism is reformed dualist or objectivist. Dualism is generally unrestrained and not likely maintained, but objectivity remains a controlling ideal, especially its site as outside protectors of objectivity, such as a critical civilization and a critical community. *Methodologically*, post-positivism or realism requires a modified trial or manipulation. It emphasizes various constraints in the forging of hypotheses. The methodology aims to account for some of the

difficulties by doing an investigation in more accepted settings, accumulating more situational data, and reinstating findings as a component of review as well as in community sciences.

Constructivism: *Ontologically*, constructivism is the intangible mental construction, socially and experientially based, social, specific in nature, and dependent for their form and content on the individual person or group holding the constructions. *Epistemologically*, constructivism refers to the investigator and the object of study, which are expected to be interactively related so that the results are accurately formed as the study progresses. *Methodologically*, constructivism requires communication between the researcher and participants. The goal of this process is to refine an agreement structure that is more up-to-date and refined than any of precursor construction. Positivism and realism are the two scientific paradigms that could be used as a justification of the research method for this thesis. Positivism is the most common paradigm used in business studies worldwide; however, post-positivism or realism is more suitable for this study. One of the reasons for choosing post-positivism for this study is that post-positivism does not exclude qualitative discoveries or the truth found outside of quantitative methods (Aliyu, Bello, Kasim, & Martin, 2014; A. M. Clark, 1998). So, there is no contradiction between the rigor of the qualitative and quantitative methods. Although the methods are different, the facts are inherent within each and valid.

Furthermore, post-positivism does not disregard the facts existing in practice, but focuses on the experiences or values of the individual, as included in phenomenological based theory and other explanatory practices (A. M. Clark, 1998). One of the most important aspects of post-positivism related to research is that the perceptions of the investigator or researcher are not separated entirely from the survey. It means that the role of human character (the researcher or investigator in the study) is recognized as important as the content of science even though individual opinion or personal experiences are not regarded as science (A. M. Clark, 1998). Although the information seems to be “truthful” under post-positivist philosophy, this perception does not apply to all cases and conditions. The outcomes are perceived as an integrated matter that could become a reference to other similar issue (Schumacher & Gortner, 1992). In addition, post-positivist studies do not have as determined goals as positivist studies, which leads to the complexity of the claims of universal knowledge (Poole & Jones, 1996; Schumacher & Gortner, 1992).

This study adopts the social constructivism epistemology through focus group interviews with early career job seekers to understand their perceptions about corporate social responsibility in banking institutions in Indonesia for their future reference when seeking employment. According to P. Adams (2006, p. 254), “social constructivist epistemology locates knowledge, not as an objective, context-devoid discovery, but rather as contextually-driven intrapersonal creation.” In regard to contextually-

driven intrapersonal creation, Crotty (1998) recognizes that social constructivism is about people engaged with their world, their historical and social perspectives, and the interaction with others in the society.

This thesis also adopts the pragmatist method, which is a clarification of rational theories through feasible, practical values (Cherryholmes, 1992). The main point of this method or approach is to find the empirical aspects of human activities and justify those empirical activities that affect the human performance. The researcher using pragmatism views the world in different ways, has different expectations, and has different ways of collecting and analysing the data (Tashakkori & Creswell, 2007). Therefore, the individual experiences and the background of the researcher are important foundations in the pragmatism philosophy.

3.3 Method

3.3.1 Research design and justification

Research is the process of obtaining information to answer unanswered questions or invent something that did not exist before. Research can also be defined as a process of seeking knowledge on a particular topic scientifically and systematically (Kothari, 2004). A research methodology is the action plan and process that lead to the choice and use of procedures to achieve the preferred results. There are different types of research methodologies used in every study; however, not every research methodology is relevant to every research issue or problems. There are advantages and disadvantages in every research methodology. Schulze (2003) argues that every research methodology chosen in a study could have negative as well as positive impacts on the result. Therefore, the choice of research methodology in every study depends on the model that is appropriate to the study activity.

This thesis adopts a mixed method design to address the research problem. Mixed method research has been widely used in the literature. Greene (2007) perceives mixed method research as an opportunity for a researcher to bridge the gap between different philosophical paradigms such as the post-positivism and social constructivism, pragmatism and transformational. Mixed-methods research is not just about collecting data from surveys (quantitative) or interviews (qualitative) but about benefiting from the combination of the strengths of each to address the research questions (Creswell et al., 2011). Furthermore, the data collected from quantitative and qualitative methods are integrated through merging data, connecting data, and embedding data (Creswell et al., 2011). According to Creswell et al. (2011), mixed-methods research comprises logical statements as well as review. As a procedure, it includes logical norms that lead the direction of the grouping and analysis of data and the combination of the qualitative and quantitative methods in the multiple phases of the research procedure. Mixed-methods design focuses on gathering, examining, and mixing both

quantitative and qualitative data in one study or a series of studies. Its central evidence is that the use of quantitative and qualitative approaches in groupings offers a better, more thoughtful study of the problems than either method alone.

Previous studies of mixed-methods research show that this design can increase the scope or extensiveness of the study, thereby balancing the weaknesses of either method alone (Greene, Caracelli, & Graham, 1989; Rossman & Wilson, 1994). Thus mixed-methods research enables the researcher to discover a diversity of classificatory metric (Driscoll, Appiah-Yeboah, Salib, & Rupert, 2007). The purpose of this mixed-methods research is to prioritize the type of data to be analysed, the mixture of data collection procedures in the research, the techniques of the data gathering, whether the quantitative and qualitative stages are concurrent or sequential, and if possible the direction (K. M. Collins & O'cathain, 2009; Datta, 2001; Teddlie & Tashakkori, 2003). Other researchers describe mixed-methods as a deliberate mixture of both methods within or through the steps of the study process (R. B. Johnson & Onwuegbuzie, 2004). Mixed-methods research is used to distinguish study projects incorporating qualitative and quantitative data from those that simply use both types of data. The data collected through mixed-methods research can also be combined (Onwuegbuzie & Teddlie, 2003).

Mixed-methods research provides a better approach for finding more comprehensive answers toward research questions and hypotheses than quantitative or qualitative methods alone (Creswell, 2014; Creswell et al., 2011). This is because mixed-methods research is a logical process that encompasses the use of instruction (finding of form), inference (testing of theories and hypotheses), and abduction which reveals and relies on the best of a set of descriptions for accepting one's results (R. B. Johnson, Onwuegbuzie, & Turner, 2007; Teddlie & Tashakkori, 2003). Mixed-method research is a breakthrough in social and behavioural sciences paradigms and offers multiple choices for the researchers to conduct the research more inclusively and in a more balanced way to find the answers to the research questions and hypotheses (R. B. Johnson et al., 2007). R. B. Johnson and Turner (2003) explain that the use of diverse plans, methods, and procedures develops mixtures or groupings that are likely to produce a more comprehensive result and balances the disadvantages. By understanding this principle, the results of mixed-method research will be more in-depth than of a single method study. (Creswell et al., 2003) have provided comprehensive studies of mixed-method research. Table 3.1 presents the various mixed methods designs.

Table 3-1 Mixed-method research design

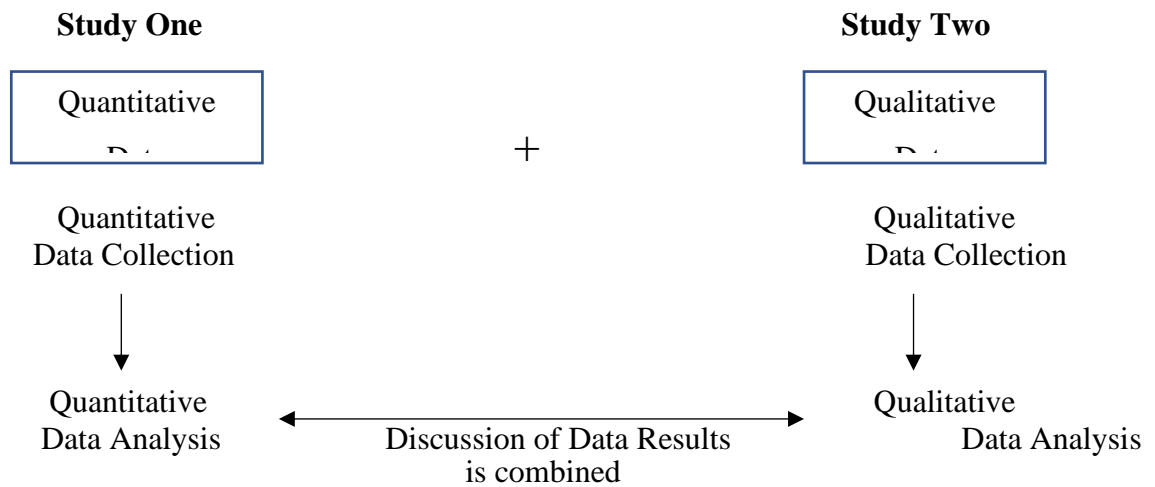
Designs	Characteristics
Convergent	Combining quantitative and qualitative data and analysing the data through merging data in order to achieve the purpose of the research.
Sequential	Exploring one dataset built on the results from other, in other words, using a quantitative method and then a qualitative follow up. This study comprises two studies, Study One is quantitative method and Study Two is qualitative method.
Embedded	A variation of convergent or sequential design which creates a new perception.
Multiphase	A multiple project conducted over time to achieve a common goal.

Source: (Creswell et al., 2011)

Creswell (2014) not only emphasizes the importance of using mixed-method research for better outcomes but also proposes models of this method. According to Creswell (2014), there are three main models of mixed-method research; convergent parallel mixed-method, explanatory sequential mixed-method, and exploratory sequential mixed-method. The convergent parallel mixed-methods design obtains both forms of information at approximately the same period and then combines the information into the analysis of all the results. This model is the popular of both basic and complex mixed methods approaches. The main assumption of this model is that quantitative and qualitative data offer diverse forms of information and together their results would be similar. In the explanatory sequential method, the researcher first investigates the quantitative data, examines the outcome, and clarifies the results in more detail with qualitative data. This model is suitable for a study determined with quantitative direction. The last model is the exploratory sequential mixed methods. In this model, the researcher starts with a qualitative method, analyses the outcomes, and then develops a subsequent phase that uses a quantitative method. This model is popular for the study that focuses on specific variables that lead to quantitative research.

This thesis used the convergent mixed methods design the concurrent triangulation design (Creswell 2003). Figure 3.2 below depicts the design of concurrent triangulation method:

Figure 3-2 Concurrent Triangulation



Source: (Creswell et al., 2003)

Study One of this thesis is a quantitative study with the data collected through a survey-questionnaire distribution in selected higher education institutions in Indonesia. The collected data was analysed with the relevant tools widely used in quantitative data analysis. Study Two is a qualitative study with the data collected through focus group interviews from selected participants in selected higher education institution in Indonesia. Study Two is exploratory, comprising semi-structured interviews of the participants in the focus groups. The data collected from Study Two was analysed using template analysis. The results from the two studies were combined and compared accordingly.

The reason for the choice of concurrent triangulation design is that it comprises parallel data collection with concurrent triangulation, which is widely used in mixed-methods research (Creswell et al., 2003). The data are collected in the same phase and both data have equal priority. The results of the data are integrated to strengthen the interpretation of the analysis. This method enables the researcher to improve the rationality of their results if they relate distinctive information sets on a similar subject (Creswell et al., 2011). Furthermore, Creswell states that the researcher collects and evaluates both qualitative and quantitative data individually. In addition, the researcher uses this model when he/she chooses two diverse techniques in an effort to settle, cross-validate, or verify outcomes within a particular study (Jonsen & Jehn, 2009; Morgan, 2014).

3.3.2 Historical outline of mixed methods research

Historically, research methodologies have developed over four phases in the social and behavioural sciences. The first phase (prior to the late 19th century) is identified as the quantitative research model. This is the period of the positivism paradigms, where numerical and scientific techniques are used to

examine, define, clarify, forecast, and control social sciences facts (Onwuegbuzie & Leech, 2005). (O'Leary, 2005) states that the positivism paradigm aims to examine a concept or define a practice through inspection and dimension in order to forecast and regulate energies that surround us. (Creswell et al., 2003) describe positivism as a deterministic idea in that causes probably determine impacts or results. According to (Mertens, 2005), the positivism paradigm can be applied to the public domain as a value free of method for studying the public domain.

The second historical phase of research methodology in social and behavioural sciences began at the beginning of the 20th century. Unlike the first phase, the second phase of this research methodology promotes the qualitative research paradigm (Onwuegbuzie & Leech, 2005). This research paradigm suggests the use of interpretative approaches in the area of social and behavioural sciences. Furthermore, this paradigm argues that public truth is created and is, therefore, subjective. According to (Guba & Lincoln, 1994), qualitative purists believe that research is inevitably significant and it is impossible to distinguish completely between sources and results. They argue that logic flows from the particular to the common and independent data is the only source of authenticity. The rise of the qualitative research paradigm has reduced the role of the positivism paradigm in social and behavioural sciences (Tashakkori, Teddlie, & Teddlie, 1998).

The third historical phase of research methodology in social and behavioural sciences occurred in the late of 1950s and 1960s. It was marked by the appearance of the post-positivism paradigm. Essentially, post-positivism offers a distinctive conceptualization of reality (Hanson, 1958; Kuukkanen, 2009; Sui, 1994). This paradigm is based on the perspective of science, which involves accuracy, rational thinking and courtesy to the data (A. M. Clark, 1998). However, this approach paradigm does not eliminate either qualitative data or facts discovered outside of quantitative methods. Rather, post-positivism promotes harmonization between qualitative (positivism) and quantitative method (post-positivism). (Sandelowski, 1993) argues that many equivalents occur between facts founded in imaginative practice and those discovered in much conventional qualitative research. Moreover, post-positivism does not reject the facts found in methods focusing on the experiences or values of individuals.

The fourth historical phase of research methodology in social and behavioural sciences became prominent in the 1960s. This fourth phase paradigm is called pragmatism. Although it is not entirely new (Howe, 1988), this paradigm is frequently linked to mixed-methods research (qualitative and quantitative methods). According to (Morgan, 2014), the pragmatism paradigm can be used as a theoretical platform for social research, irrespective of whether that research uses qualitative, quantitative, or mixed-methods. This is consistent with a previous study conducted by Yvonne Feilzer

(2010) who explored the relevance of pragmatism in research which was not only for quantitative and qualitative data implementation but also the inference of the data analysed. Further, Yvonne Feilzer (2010) argued that pragmatism can be used as a logical reason in formal research design and other grounded theory.

3.3.3 Sampling strategy

In this thesis, a questionnaire survey and focus group interviews were conducted simultaneously. The two studies collected general information about early career job seekers' perception of corporate social responsibility and organizational attractiveness in the banking sector (Islamic and non-Islamic banks in Indonesia). The participants of this thesis were early career job seekers from four universities in Indonesia. These participants considered the impact of corporate social responsibility activity of Islamic and non-Islamic banks. They indicated whether they would choose these banks as potential employers in their future career. The sampling strategy selected for this thesis was purposive sampling. Study One and Study Two used purposive sampling to obtain more information from the samples to investigate the research problem.

The purposive sampling technique is widely used in social science research and is an effective method for dealing with limited research resources (Emmel, 2013; Etikan, Musa, & Alkassim, 2016; Patton, 2007). This study selects a purposive sampling technique. Participants selected in this study were early career job seekers (graduating students) from four different universities in Indonesia. The graduating students were required to express their opinion or perception toward corporate social responsibility in Islamic and non-Islamic banks in Indonesia and how this perception would influence their intention to apply when seeking employment. The selected participants may or may not know about corporate social responsibility. However, the graduating students were likely to have been exposed to social responsibility activities during their time at university. The sampling strategies of the two studies in this thesis are presented in the following section.

Purposive sampling is a non-random technique used by the researcher to find participants who are willing to provide information based on their knowledge or experiences (Etikan et al., 2016). Furthermore, in purposive sampling, the researcher decides to select individuals or groups proficient and well-informed about the study's topic (Etikan et al., 2016). Purposive sampling relies on the in-depth analysis of the information obtained through research questions and issues proposed by the researcher (Emmel, 2013; Etikan et al., 2016). Another study of purposive sampling by Patton (2007) described sampling as purposeful based on what people think is real, what people know and how people know it. Patton (2007) illustrates the researcher or investigator of the study as a practical and intensely reflective judgement maker who identifies the research through judgements made about

who or what to purposefully sample (Emmel, 2013). Other studies perceive purposive sampling as strategically based on the assumption of specific target participants who may have different and vital views about the research questions' ideas and issues (Robinson, 2014). Purposive sampling is widespread in social science because it selects participants who are most likely to provide pertinent and useful information (Etikan et al., 2016) with the limited research resources available (Palinkas et al., 2015).

This thesis selected the purposive sampling technique because it effectively deals with limited research resources. Participants selected in this study were early career job seekers (graduating students) from four different universities in Indonesia. They were expected to express their opinion or perceptions of corporate social responsibility in Islamic and non-Islamic banks in Indonesia and how it would influence their intention to apply when seeking employment. Although the selected participants may or may not have knowledge about corporate social responsibility, they were graduating students who might have been exposed to social responsibility activities during their time as students. Samples chosen in this study were selected to answer the research questions and the proposed assumptions. The sampling strategies of the two studies in this thesis are presented in the following section.

Study One

Study One addressed the research question about the different perceptions between early career job seekers from Islamic and non-Islamic universities toward corporate social responsibility in Islamic and non-Islamic banks in Indonesia. Study One also addressed the research questions related to the variables that influence these perceptions and the variables that affect the attractiveness of early career job seeker's intention to apply to, Islamic and non-Islamic banks in Indonesia and the banks' corporate social responsibility activities. The study adopted a purposive sampling technique, selecting the participants based on their ability to understand the research problem and provide detailed information to answer the research questions. Study One is a quantitative study conducted through a survey to targeted participants. Study One samples were obtained from early career job seekers or graduating students from selected universities in Indonesia. These graduating students were required to be familiar with the research topic: corporate social responsibility and banking institutions in Indonesia. They were chosen from economic and business schools in four universities in two big cities in Indonesia. The researcher sent an electronic mail containing a request to participate in the study was sent to the four selected universities in Indonesia to inform their graduating students or early career job seekers about this study and its purpose. All four universities accepted the request and confirmed the date of data collection. Two hundred and eighty graduating students participated in Study One, which is satisfactory for quantitative data analysis. Study One addressed the research

questions 1 to 4 through the survey questionnaires. Each survey-questionnaires distribution in each university took around one hour to complete. There was no open-ended question in the survey, but options using a Likert scale from 1 to 5. The researcher analysed the data collected in this study using relevant techniques such as SPSS. The results were integrated with the results from Study Two.

Study Two

Study Two was a qualitative study which addressed research questions about the variables that influence the attractiveness and intention to apply early career job seekers or graduating students when seeking employment in Indonesia's banking institutions. Study Two used focus group interviews with semi-structured interview questions. The participants in Study Two were selected from the same four universities in two big cities in Indonesia. An electronic mail request for participants in the focus group interviews was sent to the chosen universities' economic and business schools. Each university provided classrooms for the focus group interviews. Four focus group interviews were conducted, and twenty-seven participants agreed to attend the focus groups. Although Study Two's sample size was small, the size of twenty-seven is acceptable, according to Tashakkori and Teddlie (2009). The data were analysed by the researcher using the template analysis technique (N King, 2012). The results were integrated with Study One. Interpretation of the combined results from Study One and Study Two addressed the research questions of this thesis. Population and samples are two crucial, linked aspects of research. The researcher used the information obtained from the survey and interviews to make inferences about the sample population (Taherdoost, 2017).

Before deciding to conduct a survey or interview, the researcher must consider and understand the target population. Population refers to the whole set of people about which inferences can be made from the study results (P. S. Levy & Lemeshow, 2013). Everyone in the population is called a unit or a component of the population. For example, suppose the researcher wants to measure how many students in university "A" have ever achieved the mathematic exam score of 100. In that case, all the students in university A are classified as population. Every student who received 100 scores in the mathematic exam is the unit or component of that population. In the analogy above, the number of students who achieve score 100 in a mathematic exam can be called the population sample. Therefore, if the study's target population measures the achievement of a mathematic exam score 100 (all the students in university "A") are 100 students, and the number of students who can achieve the score 100 is 75, and then there are 75 samples. Samples in the survey are characterized into two major categories: probability samples and nonprobability samples (P. S. Levy & Lemeshow, 2013). In probability samples, each unit in the population has a chance to be selected so that the researcher can estimate the unbiased and standard errors.

On the other hand, nonprobability samples do not have this characteristic. However, in many studies, particularly in the market and public opinion surveys, the researchers prefer to use nonprobability samples because it tends to take less time and cost, and is more practicable (P. S. Levy & Lemeshow, 2013). This thesis used nonprobability samples, as it is a convenient way for the researcher to obtain the study's data. Table 3.2 below provides information about the instrument and data research (population and samples collected) for this thesis.

Study Two addressed research questions 3 and 4 through focus group interviews. Each focus group interview lasted for one hour to one and a half hours. The researcher asked questions about corporate social responsibility in general and about banking. This was followed by specific questions about the participants' perceptions of corporate social responsibility practices in Indonesia. Finally, participants were asked about their future career plans, their preferences to work in a socially responsible bank, and their intention to apply. All participants expressed their views on these topics. Also, participants provided the information requested in the focus group interviews guideline, which enriched the focus group activity.

Table 3-2 Instrument and data research

Instrument	Samples	Details
Questionnaire - survey	283 early career job seekers (final year graduating students) from four different universities Faculty of economic and business in Indonesia	85 participants are from Islamic University A 84 participants are from Islamic University B 56 participants are from non-Islamic University A 56 participants are from non-Islamic University B
Focus group interview	27 participants (early career job seekers) from four different universities, Faculty of economic and business in Indonesia	6 participants are from Islamic University A 7 participants are from Islamic University B 7 participants are from non-Islamic University A 7 participants are from non-Islamic University B

3.3.4 Data collection strategy

This thesis used mixed-method research to address the research questions and proposed hypotheses. Mixed method research has been widely used in social science research (Abowitz & Toole, 2010; Creswell, 2014; Pluye, Bengoechea, Granikov, Kaur, & Tang, 2018; Tashakkori & Creswell, 2007). Generally, mixed-method research combines the data collected through quantitative and qualitative approach and analyses them with specific tools (Abowitz & Toole, 2010; Creswell, 2014; Tashakkori & Creswell, 2007). This thesis collected the data by distributing survey questionnaire and focus group

interviews. The strategy of distributing questionnaires is part of the quantitative approach while focus group interviews are part of the qualitative approach. These strategies of data collection in mixed-method research are commonly adopted as they have several advantages (Creswell, 2014; Pluye et al., 2018; Tashakkori et al., 1998). The survey questionnaire provided the researcher a better way of measuring the attitudes from respondents and was inexpensive with a quick turnaround. The focus group interviews enabled the researcher to have flexibility during the interview and obtain more in-depth information (Creswell, 2014; Pluye et al., 2018; Tashakkori & Teddlie, 2009; Tashakkori et al., 1998). The data collected from the survey questionnaires was analysed in Study One, and the data collected from focus group interviews was analysed in Study Two of this thesis.

The survey-questionnaires in Study One were used to collect the data and were measured against the existing scales in literature. The purpose of this technique is to investigate the attitudes of the research participants toward the phenomenon under study. These survey-questionnaires were designed to obtain information from participants' knowledge and experiences of corporate social responsibility in banking institutions in Indonesia. The quantitative method usually contains research questions, hypotheses, samples, and the goal of the study. Muijs (2004) describes quantitative research as a rationalisation of facts through the collection of quantitative data that are measured by using a mathematically based approach. Study Two, on the other hand, used the focus group interviews.

The focus group interview is a qualitative method and was chosen to explore more in-depth of information from participants' knowledge and experiences about corporate socially responsible practices in banking institutions in Indonesia. Furthermore, this method also sought the participants' perceptions of organizational attractiveness and intention to apply based on their knowledge about corporate social responsibility, particularly in banking institutions in Indonesia. The semi-structured interview is design for the purpose of this focus group interview activity. A good result of survey questionnaires and focus group interviews depends on how well the research questions, hypotheses, target population, and the purpose of the study are defined. Therefore, it is important for the researcher to define the research questions, hypotheses, study population, and the goal of the study (C. Williams, 2007).

As the data collected in this thesis came from various sources and the participants in the survey and focus group interviews were graduating students who were familiar with the concept and practices of corporate social responsibility in Indonesia this thesis did not perform common method variance analysis. . Common method variance has been widely recognised in social science research (Chang, Van Witteloostuijn, & Eden, 2010; MacKenzie & Podsakoff, 2012; Podsakoff et al., 2003) due to its impact on analysis results as one of the main sources of measurement error (Podsakoff et al., 2003).

Common method variance is likely to be a problem when data collection from survey questionnaire or interview is only done by one participant or the questions are not answered correctly. Furthermore, common method variance potentially occurs from the same sources in the survey (for example only one participant). Thus, this thesis decided to use the concurrent triangulation design (Creswell, 2014; Creswell et al., 2003) with the sources of data came from different participants and items scale measurement from existing literature. To overcome any potential error, bias, or invalid data in this study, the researcher collected the data from different sources of respondents in focus group interviews. The researcher believed that collecting the data from different sources can reduce potential bias that can have serious impact on the study.

3.3.5 Survey instrument and measures

The survey instrument used in this study was adopted from existing measures in corporate social responsibility literature with the addition of other variables relevant to the study. This survey instrument required the participants to provide information about their knowledge and perception of corporate social responsibility, organizational attractiveness, and intention to apply when seeking employment opportunity in banking institutions in Indonesia. The participants were also asked about their knowledge of variables of religiosity and the importance of corporate social responsibility. The measures used in the survey are presented below.

Measures

Demographic data and the existing instruments from the literature are provided in this section.

Age range: The researcher asked the participants to provide information about their age by answering the question, “How old are you?” The age ranges were 20-22 years, 22-23, 23-24, 25-26, and 26 years +.

Gender: The researcher asked the participants to provide information about their gender by answering the question “What is your gender?” The participant selected male or female for their response.

Level of experience: The researcher asked the participants to provide information about their level of experiences by answering the questions “How long have you been in your current job?” The participants answered by selecting the option of less than 1 month, less than 6 months, 6 months to 1 year, 1-2 years, and 2 years +.

Education level: The researcher asked the participants to provide information about their education level by answering the question, “What is your highest academic qualification?” Participants answered the question by selecting the options of high school, diploma degree, bachelor’s degree,

master's degree, and PhD. As all participants were graduating students, it was assumed that their highest academic qualification would be bachelor's degree.

Name of institution/university: The researcher asks the participants to provide the name of their institutions by answering the question, "What is the name of your academic institution?" The participants answered this question in the space provided in the survey.

Field of study: The researcher asked the participants to provide their field of study by answering the question, "What is your field of study?" The participants also answered this question in the space provided in the survey.

Language: The researcher asked the participants to provide information about language used in their institution by answering the question, "What is the first language used in your academic institution?" The participants answered the question by selecting the options of Bahasa Indonesia, English, German, Spanish, and Japanese.

Religiosity: The variable of religiosity used in this measure was adapted from Gorsuch and McPherson (1989). They revised the variable of religiosity proposed by Allport and Ross (1967) which was considered the most widely used in literature. Fourteen of the 22 items from Allport and Ross (1967) were revised by Gorsuch and McPherson. The present researcher replaced the word "church" with "religious service" in order to adjust to the condition of Indonesia as the largest Muslim country in the world. Two scales (intrinsic and extrinsic) and 14 items (with no. 2, 6, and 8 revised) related to the variable of religiosity were used. The participants were required to select whether they agree or disagree on a five-point Likert scale (from 1=extremely disagree to 5=extremely agree). The intrinsic scale sample items of religiosity in the measure were, "I enjoy reading about my religion", "It does not much matter what I believe so long as I am good", "It is important to me to spend time in private thought and prayer." The extrinsic scale sample items of religiosity in the measure were, "I go to religious service because it helps me to make friends", "What religion offers me most is comfort in times of trouble and sorrow."

Importance of corporate social responsibility to employees: The measure of the importance of corporate social responsibility was adopted from Turker (2009). The scale has five items for measurement and the participants selected their response on a five-point Likert scale start (from 1=extremely disagree to 5=extremely agree). Sample items used for this measure which was adopted from Turker (2009) were "Being socially responsible is the most important thing a firm can do," "Social responsibility of a firm is essential to its long-term profitability", "The overall effectiveness of a business can be determined to a great extent by the degree to which it is socially responsible",

“Social responsibility is critical to the survival of a business enterprise”, “Business has a social responsibility beyond making profit.”

Corporate social responsibility: The measure of corporate social responsibility was adapted from Turker (2009). The scale of corporate social responsibility developed by Turker (2009) has 42 items. However, this study only used 8 items which were adjusted to the context of Indonesia. Furthermore, this study divided these 8 items into two scales: the scale of society consisting of 6 items, and the scale of employees consisting of 2 items (Carroll, 1991). The participants were required to select their responses on a five-point Likert scale start from 1=extremely disagree to 5=extremely agree.

Some samples of the item scale of society were, “The companies invest their money to create a better life for the future generations,” “The companies implement special programs to minimize the negative impact on the natural environment”, “The companies target the sustainable growth that consider to the future generations.” Sample scale items are “The companies encourage their employees to develop their skills and careers”, “The companies support their employees who want to acquire additional education of corporate social responsibility to customers.”

Organizational attractiveness: The variable of organizational attractiveness was examined by using all 5 items of general attractiveness to organization developed by Highhouse et al. (2003), where item no. 2 is a reversed item. This variable of organizational attractiveness was used to measure the early career job seekers’ attraction when seeking employment, particularly in banking institution, in Indonesia. The participants selected their responses on a five-point Likert scale (from 1=extremely disagree to 5=extremely agree).

Sample items of organizational attractiveness were, “For me, this company would be a good place to work”, “I would not be interested in this company except as a last resort” “This company is attractive to me as a place for employment”, “I am interested in learning more about this company”, “A job at this company is very appealing to me.”

Intention to apply: The variable of intention to apply was also examined by using all 5 items of intentions to pursue developed by Highhouse et al. (2003). This variable was used to measure the level of intention of early career job seekers (graduating students) to pursue or apply for a job after being attracted to an organization. The participants selected their responses on a five-point Likert scale (from 1=extremely disagree to 5=extremely agree).

Sample items of intention to apply were, “I would accept a job offer from this company”, “I would make this company one of my first choices as an employer”, “If this company invited me for a job

interview, I would go”, “I would exert a great deal of effort to work for this company”, “I would recommend this company to a friend looking for a job.”

3.3.6 Questionnaire Survey

Previous studies have shown that many researchers have successfully chosen questionnaire surveys to investigate the individual values or perceptions on particular topic (Cowton, 1998; H. Harris, 2001). Other studies argue that the questionnaire survey is the most popular method for collecting the data because it features detailed, structured questions (Collis & Hussey, 2013). Furthermore, the questionnaire survey enables the researchers to evaluate the data in a fair approach and discover the important correlation between items or variables measured. In addition, the questionnaire survey is low-cost, quick, and an easy method used in many research studies (Cowton, 1998). The researcher can send the questionnaire to the participants through email, through online survey (e.g., Survey Monkey), through mail with a self-addressed stamped envelope for return to the researcher or distribute the questionnaire directly to the participants at a specific location and time (a personally administered questionnaire).

The method of collecting the data through on-line survey, mail, or self-addressed stamped envelope has several advantages and disadvantages. The first advantage is that these methods are not costly. Second, they do not need a skilled staff to check the list of questionnaires. Third, it covers a greater geographical area (Collis & Hussey, 2013). However, this method does not encourage the participants to participate accordingly. Therefore, the response rate of this method is usually very low (Sekaran & Bougie, 2016). Furthermore, this method does not provide a solution for incomplete responses. On the other hand, a personally administered questionnaire or distributing the questionnaire directly to participants enables the researcher to gain a high level of responses from the participants (Sekaran & Bougie, 2016), is easy to collect (Bell, 2005), can be explained to the participants directly, and allows more accurate data sampling (Sekaran & Bougie, 2016). However, a personally administered questionnaire is more expensive to run compared to other methods, particularly in a wider geographical area.

In many studies, a questionnaire survey is more likely to elicit useful responses if the questions being asked are relevant to the respondents (C. Williams, 2007). Choosing the right wording and languages to avoid bias, the type of questions, and pilot work are the important aspects of developing the questionnaire for the survey. The researcher should choose simple words and language, keep the questions short, and avoid negative questions. The researcher should make sure sufficient data is collected in order to address the research questions and to produce a cohesive work when developing a questionnaire list. Therefore, understanding various aspects of developing a questionnaire list is important for the researcher to maximize the response rate from the participants. Although a

personally administered questionnaire is a more expensive way of collecting the data (Sekaran & Bougie, 2016), the researcher used this method because he had personal access to the sites. The researcher has a good networking relationship with colleagues of the four universities in Indonesia that were the target for the participants for the survey. The target participants were the final year students (early career job seekers) from the economic and business schools of those universities. Further details will be provided in the next part of this chapter.

As mentioned in the previous paragraph, it is important for the researcher to understand various aspects when developing the questionnaire list for the participants. Developing a good format and appearance of questionnaire is important in research study in order to attract a high level of response from participants. Poor design of a questionnaire will result in a low level of response from participants (Wimmer & Dominick, 2013). In this thesis, the researcher spent much time and effort to develop a complete set of questions through the process of drafting, determining the items (questions) based on the existing literature, formatting and appearance, wording and languages, and relevant information needed. As the participants for the questionnaire survey were the final year students from selected universities in Indonesia, specific topics were chosen, creating a comprehensive questionnaire survey to address the research questions and hypotheses in this thesis was essential.

The questionnaire had an introduction about the research purposes, clear instructions on how to answer the questions, and information that the survey was completely voluntarily. The questionnaire in this study was divided into three parts. The first part of the questionnaire was about demographic questions (gender, work experience, academic qualification, institution, and field of study). This was the easy part of the questionnaire and aimed to encourage the participants to answer the questionnaire. The second part of the questionnaire covered the aspect of the religiosity of the participant, perceptions about money, and commitment to corporate social responsibility. The third part of the questionnaire provided a scenario of four jobs advertisements from Islamic and non-Islamic banks to be evaluated by the participants based on their corporate socially responsible activities.

In these job advertisements scenarios, two job advertisements were from Islamic and non-Islamic banks that represented good performance of corporate social responsibility, and the other two banks (Islamic and non-Islamic banks) represented poor performance of corporate social responsibility. The content of the job requirements was consistently similar across all four jobs advertisements. All questions in these three parts of the questionnaire were based on the existing literature for the purpose of measurement. Based on the information in the job advertisements, the questions were designed to

address the research questions and hypotheses. All questions in this part used a Likert scale, which enabled the researcher to quantify the responses for the purpose of the study.

In many surveys, the use of Likert scales is common (Ankur Joshi, Kale, Chandel, & Pal, 2015; Murray, 2013; Sullivan & Artino Jr, 2013). The Likert scale was convenient for obtaining responses by participants by just circling the numbers. Commonly, the Likert scales has two alternative measures and uses a five or seven-point scale. These types of points scales are the most commonly used in research studies that involve questionnaire surveys. The questionnaire survey is carefully designed before the survey is conducted. This is to ensure that it is reliable and obtains valid data. Reliability and validity of the data being measured are very important in any study. The early career job seekers (final year graduating students) from four different universities were considered reasonably knowledgeable about corporate social responsibility, organizational attractiveness, and banking institutions in Indonesia for the purpose of this study. Table 3.3 below shows the list of variables in questionnaire survey.

Table 3-3 Summary of variables in the quantitative survey

Variables	Data Type	Questionnaire
Age	Continuous	Part One
Gender	Categorical	Part One
Work experience	Continuous	Part One
Academic qualification	Categorical	Part One
Academic institution	Categorical	Part One
Field of study	Categorical	Part One
Language used	Categorical	Part One
Religion	Categorical	Part Two
Love of money	Likert scale	Part Two
Commitment to CSR	Likert scale	Part Two
CSR	Likert scale	Part Three
CSR motives	Likert scale	Part Three
Organizational attractiveness	Likert scale	Part Three
Intention to apply	Likert scale	Part Three

Survey response rate

The target of participants for this survey was 300, with the number of participants in the questionnaire survey at 282. That means the survey had high response rate of 94%. After verifying the data, the number of participants who completed the survey was reduced to 261 or 87% from the original target. This was because some participants left some of the sections in the questionnaire unanswered. However, an 87% response rate in the survey is a very good rate (Babbie, 2013): the higher the response rate, more accurate the analysis and results. On the other hand, a low response rate, such as below 50%, will cause a major issue in data analysis and interpretation, as the population surveyed is not sufficiently represented.

3.4 Data Analysis Techniques

There are many techniques of analysing the data collected from a survey or interview approach. This study applied a triangulation technique, which is also common in mixed method research. This triangulation technique enables innovation in the achievement of the objectives of the research (Creswell et al., 2011). Study One analysed the quantitative data through descriptive and inferential statistics, while Study Two analysed the qualitative data collected from focus group interviews through template analysis. Although the two analyses were done separately, the results were integrated. This technique is consistent with the view of Greene and Caracelli (1997), who considered that quantitative and qualitative approaches can have equal status and both can be implemented sequentially or concurrently. Details of data analysis strategy are provided in the next section.

3.4.1 Study One

Study One used the IBM SPSS version 25 software package to process the data collected from the survey-questionnaires (261 clean data samples from 283 samples). The researcher selected samples t-test, ANOVA, and multiple regression to analyse the data about early career job seekers' perception of corporate social responsibility and organizational attractiveness in Islamic and non-Islamic bank in Indonesia. Furthermore, these tools were used to confirm the validity and reliability of the data set. Sample t-test and one-way ANOVA are widely used in most standard statistical texts (Tabachnick & Fidell, 2013; Tabachnick, Fidell, & Ullman, 2007). A regression is a statistical tool that enables the researcher to examine the relationship between one dependent variable (DV) and several independent variables (IVs). In this thesis, the researcher investigated the relationship between three independent variables (gender, religiosity, and importance of corporate social responsibility) and three dependent variables (corporate social responsibility, organizational attractiveness, and intention to apply).

3.4.2 Study Two

In Study Two, the focus group interviews with selected participants (n=27) were transcribed and analysed by using template analysis developed by N King (2012). Template analysis has been used widely in the literature for its flexibility of coding structure, a priori themes, and initial template (N King, 2012). The open-ended interview questions enabled the researcher to explore more information from the participants and relate it to the existing topic. The information collected was analysed, revised, and refined according to the procedure in template analysis (N King, 2012).

3.5 Validity and reliability considerations

Validity and reliability are two important things that any researcher needs to consider and ensure when undertaking a study, so the findings of the study can be accountable. Validity is about measuring

what the study sets out to measure, while reliability is a continuous instrument applied in all conditions in research (Noble & Smith, 2015; Zohrabi, 2013). Validity and reliability cannot be separated and are integrated with each other. This section discusses the validity and reliability of this mixed-method study.

3.5.1 Internal validity

In most research studies, internal validity should be assessed accordingly, so the results of the study are credible. Internal validity is a direct outcome of independent variables toward the differences on the dependent variables (Onwuegbuzie, 2000). Furthermore, internal validity can only be valid if the data collected establishes a cause-effect relationship between variables (Onwuegbuzie, 2000). In social science research, the researcher requires at least four different types of validity: criterion validity, concurrent validity, predictive validity, and content validity (Drost, 2011; Fitzner, 2007). Criterion validity is whether you can establish that an instrument measures what it claims to measure through comparison with objective criteria. Concurrent validity is when the data are recorded simultaneously using the new instrument and existing criteria. Predictive validity is when data from the new instrument are used to predict observations at a later point in time, while content validity is self-report measures/questionnaires which assess the degree to which individual items represent the construct being measured and cover the full range of the construct (Drost, 2011; Fitzner, 2007).

In a quantitative study, an issue can occur due to the incompetence of selected respondents, inappropriate sample sizes, and/or data error. In a qualitative study, an issue can occur due to the selection of inappropriate participants for interviews or the use of an inappropriate data analysis tool. These issues can be minimized by using appropriate techniques in order to interpret the results correctly. The results of the quantitative study (Study One) addressing research questions 1 to 4 are discussed in Chapter 4. The results of the qualitative study (Study Two) addressing research questions 3 and 4 are discussed in Chapter 5.

3.5.2 External validity

External validity is also necessary to ensure that the findings of a study are valid and reliable. The purpose of external validity is to see if the result of the study can be generalized. External validity is the degree to which the results of a study can be applied to and across populations, settings, and times (Drost, 2011). The results of both Study One (the quantitative study) and Study Two (the qualitative study) of early career job seekers' perceptions of corporate social responsibility and organizational attractiveness in banking institutions can be applied in the general context of Indonesia.

Although validity is an important aspect in data analysis/measurement, it is not a complete measure. Therefore, to determine if the data is valid, the mechanism must be consistent. Reliability ensures a consistent tool of data measurement to generate a consistent outcome in the same process, such as measuring the same group of data twice, to produce the same results.

3.5.3 Measurement reliability

The concept of reliability in social science research is widely used (Andersson & Granberg, 1997; Bhattacharjee, 2012; Drost, 2011; Fisher Jr, Elbaum, & Coulter, 2010; John & Benet-Martínez, 2014). It is important for every researcher to have measurement instruments which are reliable and valid in order to produce robust results and in-depth interpretation of the topic. Previous studies indicate that reliability, in particular, refers to the uniformity of measurement process or the degree to which the measure of a concept is reliable or trustworthy. In other words, reliability is a constant measurement over time (Andersson & Granberg, 1997; Bhattacharjee, 2012; Drost, 2011; John & Benet-Martínez, 2014). Reliability as a measurement instrument in social science research is required to minimise the errors from data obtained. Data error is common in research because the participants may become careless or bored or inattentive to the instructions during the data collection process. Therefore, all data obtained from data collection should be tested and measured including its reliability (Bhattacharjee, 2012; Drost, 2011).

The process of reliability measurement assesses the impact of data errors and minimizes the bias. It aims to assess the stability of measures controlled at different times of the same object or participant, and to evaluate the uniformity of sets of elements from the same assessment (Kimberlin & Winterstein, 2008). Measurement of reliability can also be achieved through data collection that is less dependent on bias, avoiding confusing items in research measures, or simplifying the wording in the measures (Bhattacharjee, 2012). There are many ways of measuring reliability, such as inter-rater reliability, test-retest reliability, split-half reliability, internal consistency reliability, and others. This thesis used internal consistency reliability, also known as Cronbach's alpha, which measured the consistency between different elements of the same hypothesis. Cronbach's alpha is the most used in social sciences research and describes the reliability of a sum or average of test items of the data (Bhattacharjee, 2012; Bonett & Wright, 2015; Kimberlin & Winterstein, 2008).

3.6 Connection of the data

This study adopted the concurrent triangulation method, which requires the quantity and qualitative data collection to be conducted concurrently. The data of each study was analysed, and the results of both studies were integrated or compared. The integrated results of this study ensure generalisability.

The analysis of data from Study One (the quantitative study) is discussed in Chapter 4 and the analysis of data from Study Two (the qualitative study) is discussed in Chapter 5.

This thesis analysed the corporate social responsibility using a scale development study developed by Turker (2009). Initially, the scale measured 55 items before the final scale was determined at 42 items. However, this study just used 10 items out of the 42 in order to address the research questions and hypotheses. The ten items were chosen from the corporate social responsibility (CSR) scale. The CSR scale is divided into four structures: CSR to society (four items), CSR to employees (four items), CSR to customers (one item), and CSR to government (one item). The thesis uses a five-point Likert scale (1=extremely disagree to 5=extremely agree) to investigate the opinions or perceptions of the participants (early career job seekers).

3.7 Ethical considerations

Flinders University requires all studies, whether low or higher risk, to obtain formal ethics approval from Flinders University Ethics Committee prior to commencement of data collection. This thesis was granted formal ethics approval for both Study One and Study Two, with project number 7076.

3.8 Conclusion

Chapter 3 has described the methodology and methods used to conduct the research. The chapter provided the philosophical foundation of the methodology used, a description and justification of the methodology, the data collection method, sampling technique (purposive sampling), survey instruments, and data analysis techniques. The validity and reliability of the data obtained and ethical consideration before commencing the data collection were also discussed. The next chapter (Chapter 4) presents the results of Study One (the quantitative study) that addressed research questions 1 to 4, including the proposed hypotheses. Chapter 5 provides the results of Study Two (the qualitative study), which focused on research questions 3 and 4.

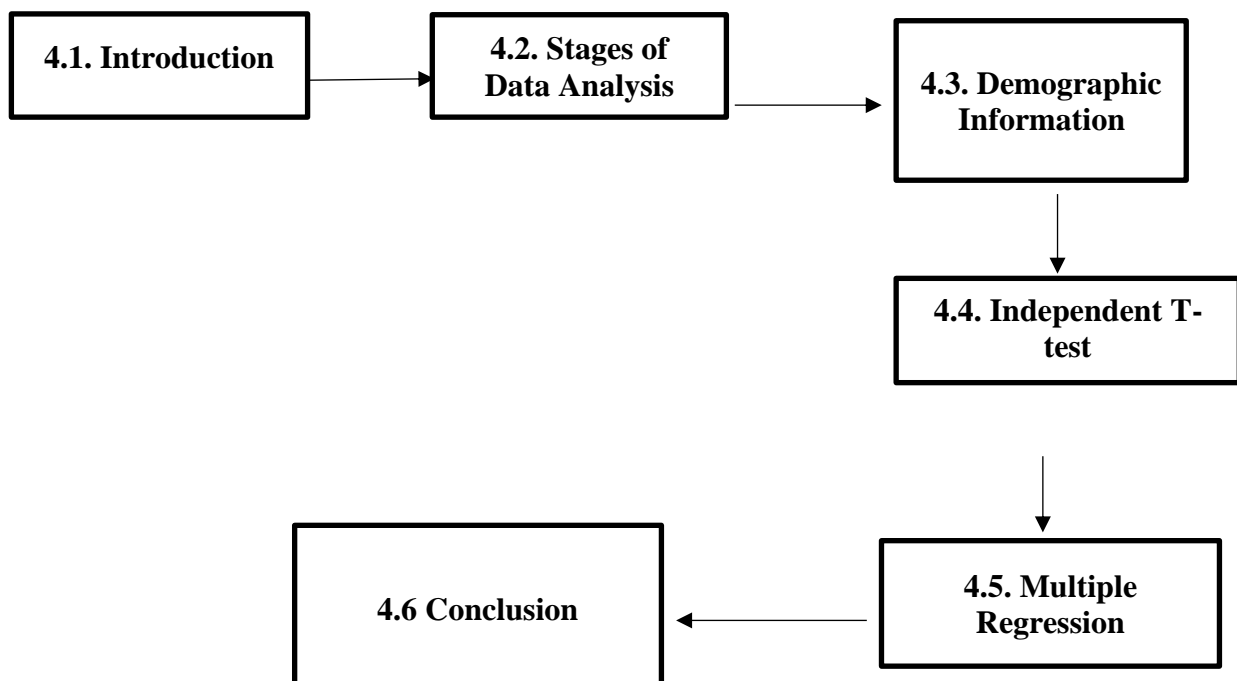
4. Results of the Quantitative Study

4.2. Introduction

This chapter provides the results of Study One. The objectives of this study were to examine and understand early career job seekers' perceptions of corporate social responsibility and the attractiveness of banking institutions in Indonesia when they are seeking employment. The thesis proposes four research questions and ten hypotheses to address these objectives with three independent variables: gender, religiosity, and the importance of corporate social responsibility to employees, and three dependent variables: corporate social responsibility, organizational attractiveness, and intention to apply. The quantitative survey was conducted in four universities in Indonesia.

The research questions and hypotheses of this Study One were examined by testing the data using statistical tools such as independent-sample T-test, one-way analysis of variance (ANOVA), and multiple regressions. This chapter is structured into five sections. Section 4.1 is the introduction, section 4.2 presents the data analysis, section 4.3 provides demographic information of the samples, section 4.4 reports the results of the multiples independent T-test and ANOVA, and section 4.5 reports the results of the multiple regression analyses. The chapter ends with a conclusion (section 4.6). Figure 4.1 illustrates the process of Study One.

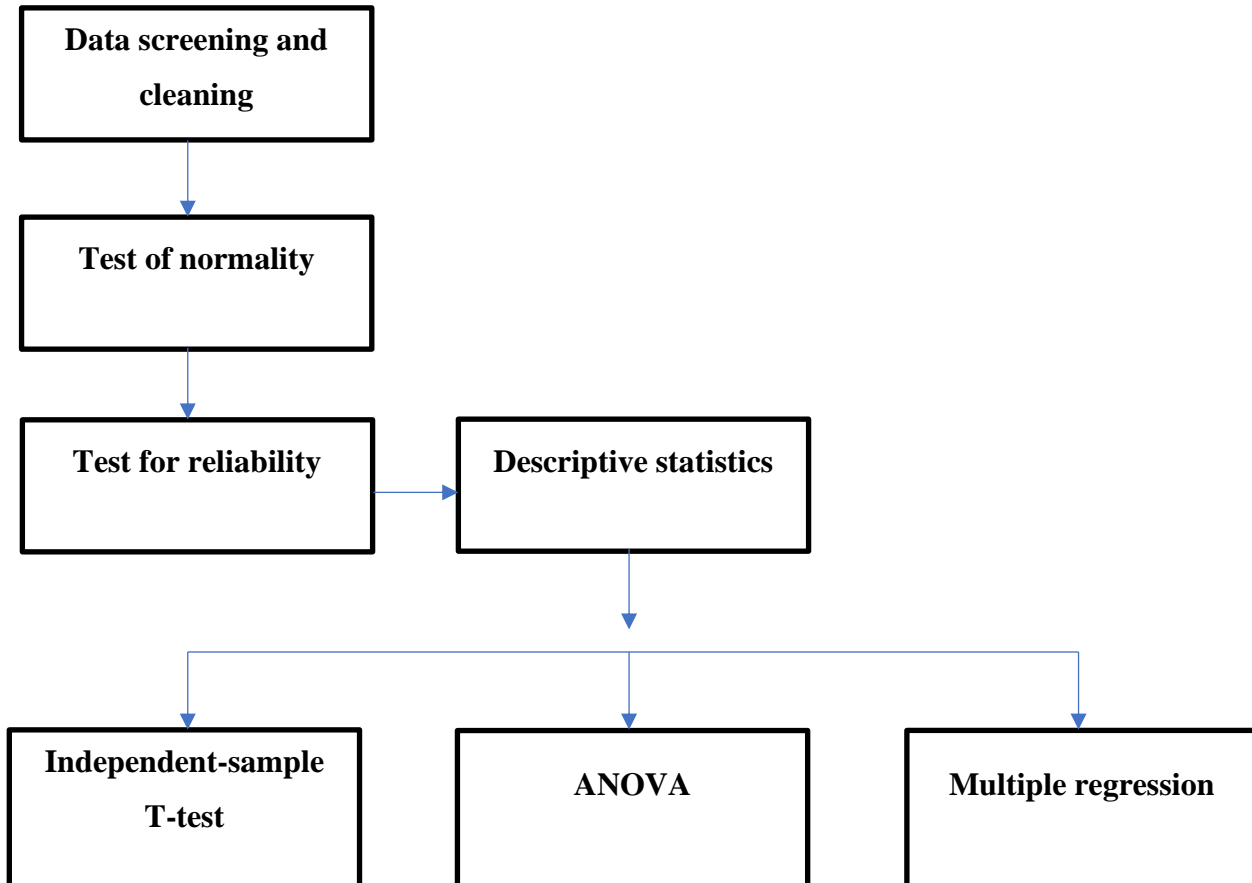
Figure 4-1 Process of Study One



4.3. Stages of Data Analysis

This section describes the process of data screening. Figure 4.2 provides an outline.

Figure 4-2 Stages of data analysis



4.3.6 Data screening and cleaning

Prior to running the data analysis either in Excel or in SPSS, it is important to check the data for data errors. This process is called data screening and cleaning. Data screening involves identification or determination of the accuracy of the data or information obtained from the survey. It focuses on handling any missing data and outliers and conducting the normality of data distribution (Tabachnick et al., 2007). Data cleaning is a process of identifying, analysing, and eliminating the data error (Van den Broeck, Cunningham, Eeckels, & Herbst, 2005). This process is fundamental to the generation of reliable data and an honest analysis of the data before data presentation (Tabachnick & Fidell, 2013). Although the process is time consuming and requires patience and commitment, it is mandatory. In general, there are several issues in data screening and cleaning that the researcher is looking for; (a) if the data have been input incorrectly, (b) outliers or extreme values, (c) missing values, and (d) assumptions that must be checked prior to running examinations such as a normality

test (Ghasemi & Zahediasl, 2012; Rochon, Gondan, & Kieser, 2012). Incorrect data might be caused by incorrect input. Outliers are results that significantly vary from the common set of information. Missing values occur when the participants do not complete the questionnaires in the survey. Normality is a test used to confirm that the data is normally distributed (Ghasemi & Zahediasl, 2012).

Data error

Data error is common in any stage of research. The majority of data errors are caused by human error. For example, a participant writes “22” instead of “2” in the survey. This has to be corrected and should be input as “2”. All data input must be checked to ensure the accuracy of the data prior to further analysis. This process can be time consuming, particularly if the researcher is working with a large data set.

Missing values

Missing values in the survey occur due to incomplete questionnaires. This issue can be caused by several factors, such as too many questions, inappropriate respondents for the survey, limited time available for completion of the survey, etc. There are some ways to solve the missing values of the survey, such as prior knowledge, inserting mean values, using regression, and others. Inserting mean values is most widely used in research activity, although many researchers are now using other methods facilitated by computer programs (Tabachnick & Fidell, 2013). In this thesis, 280 participants participated during the survey. However, 19 participants did not complete the questionnaires as expected. As a result, missing values occurred. The researcher decided to exclude 19 participants from the survey to ensure the accuracy of the data after discussion with the principal supervisor in order to produce more robust and reliable data in the process of data analysis.

Outliers

Tabachnick and Fidell (2013) define an outlier as an argument with such an intense value on one variable (a univariate outlier) or such an odd mixture of results on two or more variables (multivariate outlier) that it misrepresents the fact. There are a number of reasons why outliers occur: (a) incorrect data record, (b) failure to identify missing values code, (c) it is not part of the population, and (d) it is part of the population, but not normally distributed (Tabachnick & Fidell, 2013). There are several ways of reducing the impact of outliers in statistical data. The first choice is to use variable transformation, which aims to change the shape of the distribution to be close to normal. The second choice is to change the score(s) on the variable(s) for the distant situations so that they are divergent, but not as divergent as the original score (Tabachnick & Fidell, 2013). In addition, the researcher should investigate and identify outliers when analysing the data, to ensure the reliability of the results and avoid misleading or biased statistical results. In this thesis, the researcher applied the second

choice (changing the scores on the relevant variable) to reduce the impact of a univariate outlier (Tabachnick & Fidell, 2013).

Test of normality

Shapiro and Wilk (1965) mention that examinations of distributional postulations in general and normality in specific data points have been a main area of ongoing statistical study both in theory and in practice. Specifically, for normality test, D'agostino, Belanger, and D'Agostino Jr (1990) perceive normality test as a statistical implication process intended to check that the fundamental dispersal of an unsystematic variable is normally dispersed. (Tabachnick & Fidell, 2013) state that data screening for normality is an important step prior to data analysis, particularly if the goal of the study is to find the significant impact or implication between variables. Although the data does not have to be perfectly normally distributed, the normality test can generate better results and interpretation. (Yap & Sim, 2011) also argue that the normality test is an important step in the statistical procedure. It is widely used in statistical theories and practice. Two methods of testing variables for normality are used in statistical research: statistical and graphical methods.

One graphical method of testing variables for normality is based on the examination of scatter plots of standardized residuals (Tabachnick et al., 2007). This graphical method is used to examine the assumptions of normality, linearity, and homoscedasticity. Other methods of testing variables for normality are *skewness* and *kurtosis*. Skewness of variables indicates that the mean of the variables is not in the center of the distribution. Skewness can be positive as well as negative. Positive skewness means that the data cases tend to be left skewed and the right tail is too long. In contrast, if the skewness is negative, then the data cases tend to be right skewed, and the left tail is too long.

In many statistical studies, kurtosis is perceived as the peakedness of the distribution, which is positive kurtosis, and flatness, which is negative kurtosis. However, DeCarlo (1997) argues that many statistical textbooks made error when it comes to define the meaning of kurtosis. Kurtosis is not just about peakedness or flatness, but also tailedness. DeCarlo (1997) explains that fundamentally, kurtosis signifies a measure of mass that does not influence the discrepancy of the data. When the data is normally distributed, then the values of skewness and kurtosis are nil (Tabachnick & Fidell, 2013). The values of skewness will work well when the sample size $n \geq 8$, and the values of kurtosis will work well when the sample size $n \geq 20$ (D'agostino et al., 1990). In this thesis, the sample size is 261 which is larger than 20. Therefore, the data is expected to obtain good values for both skewness and kurtosis. Table 4.1 below shows the results of normality testing conducted in this thesis from the dependent variables, which are corporate social responsibility, organizational attractiveness, and intention to apply.

Table 4-1 Results of normality testing

Items	Job ads	Mean	SD	Skewness		Kurtosis	
				Statistic	Standard error	Statistic	Standard error
Corporate Social Responsibility	Good traditional bank	4.0029	0.30735	-0.045	0.151	0.989	0.300
	Good Shari'ah bank	4.0479	0.44907	0.110	0.151	0.072	0.300
	Poor traditional bank	3.2730	0.68549	-0.178	0.151	-0.522	0.300
	Poor Shari'ah bank	3.5024	0.68153	-0.231	0.151	-0.505	0.300
Organizational Attractiveness	Good traditional bank	3.7004	0.41718	-0.114	0.151	-0.002	0.300
	Good Shari'ah bank	3.7364	0.44628	0.082	0.151	-0.270	0.300
	Poor traditional bank	3.6458	0.30737	0.082	0.151	-0.436	0.300
	Poor Shari'ah bank	3.5680	0.33487	0.030	0.151	-0.294	0.300
Intention to Apply	Good traditional bank	3.756	0.465	-0.266	0.151	-0.105	0.300
	Good Shari'ah bank	3.979	0.542	0.110	0.151	-0.393	0.300
	Poor traditional bank	3.292	0.654	-0.036	0.151	-0.253	0.300
	Poor Shari'ah bank	3.582	0.619	0.153	0.151	-0.146	0.300

Table 4.1 shows that the data in general is normally distributed. Theoretically, the data does not have to be perfect for the test of normality. If the data is close to normal distribution, then the data is valid and reliable for further statistical analysis. All values of kurtosis shown in the table above are in the range of -1.96 to 1.96 of Z-score, which means that the data is normally distributed. (Kline, 2015) recommends that the absolute values of kurtosis should be below 8.0 and skewness should not be larger than 3.0 for test of normality. DeCarlo (1997) also suggests that the values of skewness should be below 20.0. If it is more than 20 then it can be negative, indicating that the data is not normal and is potentially a serious concern. In general, all variables of this study are normal, as no values of skewness and kurtosis are beyond the critical values established in previous studies.

Test for reliability

Testing for reliability is an important step in research prior to data analysis. A number of reliability coefficients are used in the literature, the most popular one being Cronbach alpha, which is based on the average correlation of items within the test if the items are standardized. If the items are not standardized, then it is based on the average covariance coefficient, which ranges from zero to one. Table 4.2 shows the result of the test for reliability of variables used in this study.

Table 4-2 Detailed results on test for reliability

Variables	Items deleted	Reliability result before deleted	Reliability result after deleted	Notes
Religiosity	<p>2 It does not matter what I believe so long as I am good to everybody.</p> <p>6 Although I am religious, I do not let it affect my daily life.</p> <p>8 Although I believe in my religion, many other things are more important in life.</p> <p>9 I go to religious service or centre because it helps me to make friends.</p> <p>10. I pray to God mainly to gain relief and protection.</p>	0.292	0.722	
Organizational attractiveness	2 I would not be interested in this company except as the last resort.	0.647 0.692 0.785 0.752	0.798 0.866 0.923 0.909	Good traditional bank Good Shari'ah bank Poor traditional bank Poor Shari'ah bank

One independent variable (religiosity) and one dependent variable (organizational attractiveness) had items deleted for the purpose of the reliability test. The reason was simply to achieve the maximum score of Cronbach alpha in order to run further data tests. Table 4.3 below presents the results of the whole reliability test on each variable and the number of items kept under each variable.

Table 4-3 Reliability analysis, (N=261, 79 items)

No	Variables	Type	Number of items	Cronbach's alpha results
1	Religiosity	IV	6	0.722
2	The importance of CSR to employees	IV	5	0.703
3	CSR of good traditional bank	DV	8	0.669
4	CSR of good Shari'ah bank	DV	8	0.867
5	CSR poor traditional bank	DV	8	0.927
6	CSR poor Shari'ah bank	DV	8	0.910
7	Organizational attractiveness of good traditional bank	DV	4	0.798
8	Organizational attractiveness of good Shari'ah bank	DV	4	0.866
9	Organizational attractiveness of poor traditional bank	DV	4	0.923
10	Organizational attractiveness of poor Shari'ah bank	DV	4	0.909
11	Intention to apply of good traditional bank	DV	5	0.780
12	Intention to apply of good Shari'ah bank	DV	5	0.869
13	Intention to apply of poor traditional bank	DV	5	0.904
14	Intention to apply of poor Shari'ah bank	DV	5	0.886

Notes: IV = Independent Variable, DV = Dependent Variable, CSR = Corporate Social Responsibility

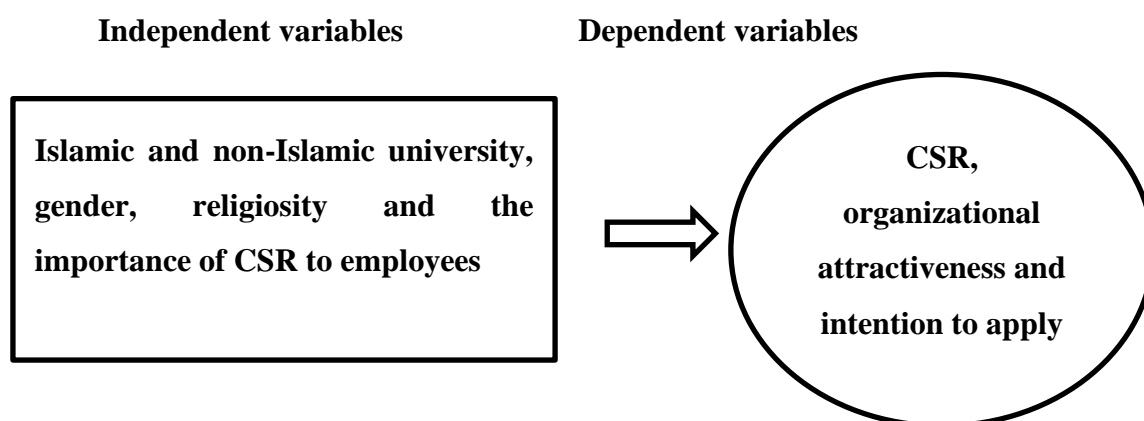
4.3 Demographic Samples of Study One

As reported in Chapter 3, 283 final year graduating students of economic and business schools in four Indonesian universities, two Islamic and two non-Islamic universities. The questionnaire survey had three parts. The first part of the survey contained seven questions seeking demographic information about gender, age, work experience, academic qualification, academic institution, field of study, and language used. Some of this demographic information was used as the variables of the research questions and hypothesis testing. The demographic information used as variables for research questions and hypotheses in this study were gender and university. The other variables were religiosity and the importance of corporate social responsibility to the employee. The dependent

variables used in this study were corporate social responsibility, organizational attractiveness, and intention to apply.

Of the 283 participants, 260 completed the survey (92.22%), while 23 participants do not finish the survey (0.07%). Of the participants who completed the survey, 180 were females (69%), and 80 were males (31%). Most respondents (255 or 98%) had less than 6 months' work experiences, and most of the participants were 22 years old. In addition, all participants (100%) spoke one language, Bahasa Indonesia.

Figure 4-3 Research design (independent and dependent variables)



4.4 Results of Independent-samples T-tests and ANOVA analyses

As stated at beginning of Chapter 1, the purpose of this thesis was to investigate the perceptions of early career job seekers about the corporate social responsibility and organizational attractiveness of Islamic and non-Islamic banks as potential employers when they are seeking employment in the banking sector in Indonesia. Thus, hypotheses were prepared to achieve the purpose of the study. The previous chapter (Chapter 3) provided a discussion on data screening and statistical tests used in this study. As noted in chapter 3 that the data collected in Study One – survey questionnaire was more than one data or sources, then this thesis used independent-sample T-tests, ANOVA and multiple regression analysis to examine the research questions and proposed hypothesis rather than using common method variance analysis.

4.4.1 Independent samples-T-tests for universities toward perception of corporate social responsibility.

Universities and perception of corporate social responsibility

The first hypothesis of this thesis was to investigate if there is a significance difference in perceptions between early career job seekers (graduating students) from Islamic universities and non-Islamic universities toward the corporate social responsibility of Islamic and non-Islamic banks in Indonesia.

The following table below indicates the results of Independent sample T-test for institutions or universities selected in this thesis.

Table 4-4 Independent sample T-test results for institutions and the perception on corporate social responsibility

Early career job seekers' perceptions of CSR	Islamic Universities		Non-Islamic Universities		t	df	Sig
	Mean	SD	Mean	SD			
Good traditional bank-CSR	3.9545	.33376	4.0072	.27276	.944	259	.513
Good Shari'ah bank - CSR	3.9805	.50494	3.8654	.59607	-1.180	259	.768
Poor traditional bank-CSR	3.3994	.59155	3.0793	.68243	-2.832	259	.319
Poor Shari'ah bank-CSR	3.6769	.62314	3.2837	.72639	-3.287	259	.065

H-1: Early career job seekers from Islamic and non-Islamic universities do not have significant differences in their perceptions of the corporate social responsibility of Islamic and non-Islamic banks in Indonesia.

Table 4.4 above shows that early career job seekers from Islamic and non-Islamic universities in Indonesia are familiar with the concept of corporate social responsibility. The mean scores 4.0072 or below (out of 5). The mean scores of early career job seekers from non-Islamic universities on their perceptions of CSR are $M = 4.0072$, $SD = .27276$ for a good traditional bank; $M = 3.8654$, $SD = .59607$ for a good Shari'ah bank; $M = 3.0793$, $SD = .68243$ for a poor traditional bank; $M = 3.2837$, $SD = .72639$ for poor a Shari'ah bank. The mean scores of early career job seekers from Islamic universities are $M = 3.9545$, $SD = .33376$ for a good traditional bank; $M = 3.9805$, $SD = .50494$ for a good Shari'ah bank; $M = 3.3994$, $SD = .59155$ for a poor traditional bank; and $M = 3.6769$, $SD = .62314$ for a poor Shari'ah bank. In addition, the p-values do not show significant values in all four-job advertisements (no p-values < 0.05). Therefore, hypothesis **H-1** is **supported**.

Gender and perception of corporate social responsibility

The second hypothesis of this study was to test the significance influence of gender (males and females of early career job seekers) on the perception of corporate social responsibility in Islamic and non-Islamic banks in Indonesia. The data of 180 females and 80 males were used for the purpose of this second hypothesis.

Table 4-5 Independent sample T-test results for gender and perception of corporate social responsibility

No	Early career job seekers' perceptions of CSR	Males		Females		t	df	Sig
		Mean	SD	Mean	SD			
1	Good traditional bank - CSR	3.9859	.34848	4.0083	.29657	.531	259	.321
2	Good Shari'ah bank - CSR	4.0000	.53293	4.0559	.46499	.856	259	.098
3	Poor traditional bank - CSR	3.0813	.77875	3.2804	.77085	1.918	259	.985
4	Poor Shari'ah bank - CSR	3.3766	.63504	3.5470	.71991	1.826	259	.335

H-2: Gender does not have a significant influence on early career job seekers' perceptions of corporate social responsibility in Islamic and non-Islamic banks in Indonesia.

Table 4.5 above shows that both males and females from Islamic and non-Islamic universities in Indonesia are familiar with the concept of corporate social responsibility. The mean scores are 4.0559 or below (out of 5). Furthermore, the mean scores of female early career job seekers' perceptions of CSR are $M = 4.0083$, $SD = .29657$ for a good traditional bank; $M = 4.0559$, $SD = .46499$ for a good Shari'ah bank; $M = 3.2804$, $SD = .77085$ for a poor traditional bank; $M = 3.5470$, $SD = .71991$ for a poor Shari'ah bank. These mean scores are higher than the mean scores of male early career job seekers in all four job advertisements ($M = 3.9859$, $SD = .34848$ for a good traditional bank; $M = 4.0000$, $SD = .53293$ for a good Shari'ah bank; $M = 3.0813$, $SD = .77875$ for a poor traditional bank; and $M = 3.3766$, $SD = .63504$ for a poor Shari'ah bank). In addition, female early career job seekers' perceptions of corporate social responsibility have the highest mean score for a good Shari'ah bank ($M = 4.0559$) compared to the male group in the mean scores of all four-job advertisements. In addition, the results show that there is no significant influence on the perceptions of male and female early career job seekers of corporate social responsibility as all p-values are greater than 0.05. Therefore, hypothesis **H-2** is **supported**.

4.4.2 One-way analysis of variance (ANOVA) analyses

Religiosity and perception of corporate social responsibility.

The hypotheses designed in this part are related to how the variable of religiosity influenced the perceptions of early career job seekers on corporate social responsibility in four job advertisement scenarios of Islamic and non-Islamic banks in Indonesia. One-way analysis of variance (ANOVA) was performed to examine the relationship between religiosity and perception of corporate social

responsibility. The Cronbach alpha scores of corporate social responsibilities as the dependent variable in all four-job advertisements are 0.669 for a good traditional bank, 0.867 for a good Shari’ah bank, 0.927 for a poor traditional bank, and 0.910 for a poor Shari’ah bank respectively. As the score of Cronbach alpha score in each of job the advertisements mentioned above is larger than 0.6, it can be concluded that the data are reliable and ready for further data analysis. The results of one-way ANOVA and proposed hypothesis follow.

Table 4-6 Religiosity and perception of corporate social responsibility

Items	Religiosity		F	df	Significance (p-value)
	Mean	SD			
Job Ads 1: Good traditional bank					
Corporate Social Responsibility	4.011	0.3129	3.086	19	0.000
Job Ads 2: Good Shari’ah bank					
Corporate Social Responsibility	4.039	0.4865	3.777	19	0.000
Job Ads 3: Poor traditional bank					
Corporate Social Responsibility	3.219	0.7772	1.645	19	0.047
Job Ads 4: Poor Shari’ah bank					
Corporate Social Responsibility	3.495	0.6982	1.757	19	0.029

H-3 Religiosity does not have a significant influence on early career job seekers’ perception of corporate social responsibility of Islamic and non-Islamic banks in Indonesia.

Then results indicate that religious early career job seekers recognize the corporate social responsibility activity in each job advertisement. This can be seen from the mean score of 4.039 or lower. The mean score of religious early career job seekers perceptions about corporate social responsibility performances based on each job advertisement scenario is $M = 4.011$ and $SD = 0.3129$ for a good traditional bank, followed by $M = 4.039$, $SD = 0.4865$ for a good Shari’ah bank, then $M = 3.219$, $SD = 0.7772$ for a poor traditional bank, and $M = 3.495$, $SD = 0.6982$ for a good Shari’ah bank. Unlike the independent variable of gender, the differences in perceptions of corporate social responsibility performances based on independent variable of religiosity are significant. This can be seen from the scores of significances which are $p = 0.000$ for a good traditional bank, followed by $p = 0.000$ for a good Shari’ah bank, then $p = 0.047$ for a poor traditional bank, and $p = 0.029$ for a poor Shari’ah bank. As all the scores of p-values are lower than 0.05 as the standard of significant, it can be concluded that religiosity significantly influences early career job seekers’ perceptions of corporate social responsibility. Therefore, **H-3 is not supported**.

In conclusion, the ANOVA tests show that there is statistical evidence to support the differences in the mean score of early career job seekers' perceptions about corporate social responsibility based on religiosity. Therefore, there are significant influences.

The importance of corporate social responsibility to employees and perception of corporate social responsibility

The importance of corporate social responsibility is another independent variable used in this study. The proposed hypothesis is related to how the importance of corporate social responsibility influences early career job seekers' perceptions of corporate social responsibility of Islamic and non-Islamic banks in Indonesia. One-way analysis of variance (ANOVA) was also used to test the correlation between importance of corporate social responsibility and the perception of corporate social responsibility. The Cronbach alpha scores of corporate social responsibilities as the dependent variable in all four-job advertisements are 0.669 for a good traditional bank, 0.867 for a good Shari'ah bank, 0.927 for a poor traditional bank, and 0.910 for a poor Shari'ah bank respectively. As the Cronbach alpha score is greater than 0.6 in each job advertisement, it can be concluded that the data is reliable and ready for further analysis.

Table 4-7 ANOVA results of the importance of corporate social responsibility to employee and perception of corporate social responsibility

Items	The importance of CSR to employees		F	df	Significance (p-value)
	Mean	SD			
Job Ads 1: Good traditional bank					
Corporate Social Responsibility	4.001	0.3129	9.248	10	0.000
Job Ads 2: Good Shari'ah bank					
Corporate Social Responsibility	4.046	0.4530	6.741	10	0.000
Job Ads 3: Poor traditional bank					
Corporate Social Responsibility	3.302	0.6458	0.668	10	0.754
Job Ads 4: Poor Shari'ah bank					
Corporate Social Responsibility	3.507	0.6747	0.382	10	0.954

H4: The importance of corporate social responsibility to employees does not significantly influence early career job seekers' perceptions of corporate social responsibility in Islamic and non-Islamic banks in Indonesia.

Table 4.7 shows that the variable of the importance of corporate social responsibility to employees influences the variable of corporate social responsibility through each job advertisement scenario. This can be seen from the mean score of 4.046 or lower. The mean score of job advertisement 2 for a good Shari’ah bank with 4.046 is the highest. The results for job advertisement 1 follow at 4.001 for a good traditional bank, next are the results for job advertisement 4 at 3.507 for a poor Shari’ah bank, and 3.302 of job advertisement 3 for a poor traditional bank. The significant values score of job advertisement 1 for a good traditional bank and job advertisement 2 for a good Shari’ah bank are similar at 0.000. On the other hand, job advertisement 3 for a poor traditional bank and job advertisement 4 for a poor Shari’ah bank have significant values scores of 0.754 and 0.954 respectively. As half of these job scenarios have significant values score of more than 0.05, it can be concluded that hypotheses **H-4** is **partly supported**.

The ANOVA tests show that there is partial statistical evidence to support the differences in the mean score of early career job seekers’ perceptions of corporate social responsibility based on the importance of corporate social responsibility to employees. Therefore, there are significant influences.

Gender and organizational attractiveness of Islamic and non-Islamic banks

This section reports on the investigation if there is a significant difference between males and females and their attraction to work in Islamic and non-Islamic banks that are socially responsible in Indonesia. One-way analysis of variance (ANOVA) was used to examine the influence of gender (independent variable) toward organizational attractiveness (dependent variable). The Cronbach alpha scores of organizational attractiveness (after reverse coding item 2 was deleted) are 0.789 for a good traditional bank, 0.866 for a good Shari’ah bank, 0.923 for a poor traditional bank, and 0.909 for a poor Shari’ah bank. As the Cronbach alpha scores are more than 0.6, further data analysis could proceed. The ANOVA results and hypothesis follow.

Table 4-8 ANOVA results of the gender and organizational attractiveness of Islamic and non-Islamic banks

Organizational attractiveness of Islamic and non-Islamic banks	Males		Females		F	df	Sig
	<i>Mean</i>	<i>SD</i>	<i>Mean</i>	<i>SD</i>			
Good traditional bank	3.620	.5196	3.727	.4397	2.935	259	.088
Good Shari’ah bank	3.722	.5253	3.777	.4841	0.662	259	.417
Poor traditional bank	3.035	.5805	3.170	.5600	3.161	259	.077
Poor Shari’ah bank	3.313	.4897	3.428	.5784	2.405	259	.122

H-5: Gender does not significantly influence on the attractiveness of Islamic and non-Islamic banks in Indonesia to early career job seekers.

Table 4.8 shows that both males and females recognize the attractiveness of Islamic and non-Islamic banks in Indonesia through the mean score of 3.777 or lower. In the female group, a good Shari’ah bank has the highest mean score of 3.777 and SD of 0.4841, followed by a good traditional bank (M = 3.727, SD = 0.4397), then a poor Shari’ah bank (M = 3.428, SD = 0.5784), and a poor traditional bank (M = 3.170, SD = 0.5600). In the male group, a good Shari’ah bank also has the highest mean score of 3.722 and SD of 0.5253, followed by a good traditional bank (M = 3.620, SD = 0.5196), then a poor Shari’ah bank (M = 3.313, SD = 0.4897), and a poor traditional bank (M = 3.035, SD = 0.5805). There is no significant value score equal to or less than 0.05, which means that the dependent variable of gender is not a statistically significant influence on the attractiveness of Islamic and non-Islamic banks to early career job seekers in Indonesia. Therefore, hypothesis **H-5** is **supported**.

Religiosity and organizational attractiveness of Islamic and non-Islamic banks

The hypothesis designed in this part is related to the examination of the relationship between the variable of religiosity and organizational attractiveness of Islamic and non-Islamic banks to early career job seekers when they are seeking employment in banking. One-way analysis of variance (ANOVA) was performed to examine the influence of the independent variable (religiosity) toward the dependent variables (organizational attractiveness). The Cronbach alpha scores of organizational attractiveness as the dependent variable in all four-job advertisements (after deleting the reverse coding item 2) are 0.798 for a good traditional bank, 0.866 for a good Shari’ah bank, 0.923 for a poor traditional bank, and 0.909 for a poor Shari’ah bank respectively. As the Cronbach alpha score in each job advertisement category is larger than 0.6, it can be concluded that the data is reliable and ready for further data analysis. The table of the results of one-way ANOVA test and the hypothesis follows.

Table 4-9 ANOVA results of the religiosity and organizational attractiveness of Islamic and non-Islamic banks

Organizational attractiveness	Religiosity		F	df	Significance (p-value)
	Mean	SD			
Job Ads 1: Good traditional bank	3.694	0.4672	1.370	19	0.143
Job Ads 2: Good Shari’ah bank	3.760	0.4967	2.140	19	0.005
Job Ads 3: Poor traditional bank	3.129	0.5687	1.460	19	0.101
Job Ads 4: Poor Shari’ah bank	3.392	0.5544	1.185	19	0.271

H-6: Religiosity does not have significant influence on the attractiveness of Islamic and non-Islamic banks in Indonesia to early career job seekers.

Table 4.9 shows that the independent variable of religiosity recognizes the dependent variable of organizational attractiveness through the mean score of 3.760 or lower. The highest mean score is achieved in job advertisement 2 for a good Shari’ah bank ($M = 3.760$, $SD = 0.4967$), followed by job advertisement 1 for a good traditional bank ($M = 3.694$, $SD = 0.4672$), then job advertisement 4 for a poor Shari’ah bank ($M = 3.392$, $SD = 0.5544$) and job advertisement 3 for a poor traditional bank ($M = 3.129$, $SD = 0.5687$). In terms of significant evidence (p-values), three job advertisements have the p-values of more than 0.05 as expected, and only job advertisement 2 for a good Shari’ah bank has the p-value of 0.005, which is lower than 0.05 as the standard of significant. This means that only job advertisement 2 shows statistical evidence that religiosity influences the attractiveness of Islamic and non-Islamic banks to early career job seekers in Indonesia. Therefore, hypothesis **H-6** is **partly supported**.

The importance of corporate social responsibility and organizational attractiveness of Islamic and non-Islamic banks in Indonesia

The proposed hypothesis is about how the importance of corporate social responsibility to employees influences the attractiveness of Islamic and non-Islamic banks to early career job seekers in Indonesia when seeking employment. One-way analysis of variance (ANOVA) was used to test the correlation between the importance of corporate social responsibility and organizational attractiveness. The Cronbach alpha scores of organizational attractiveness as the dependent variable in all four-job advertisements (after deleting the reverse coding item 2) are 0.798 for a good traditional bank, 0.866 for a good Shari’ah bank, 0.923 for a poor traditional bank, and 0.909 for a poor Shari’ah bank respectively. As the Cronbach alpha score in each job advertisement category is larger than 0.6, it can be concluded that the data are reliable and ready for further data analysis. The results of the ANOVA test and hypothesis follow.

Table 4-10 ANOVA results of the importance of corporate social responsibility and organizational attractiveness of Islamic and non-Islamic banks

Organizational attractiveness	The Importance of CSR		F	df	Significance (p-value)
	Mean	SD			
Job Ads 1: Good traditional bank	3.694	0.4672	2.040	10	0.030
Job Ads 2: Good Shari’ah bank	3.760	0.4967	3.251	10	0.001
Job Ads 3: Poor traditional bank	3.129	0.5687	1.201	10	0.291
Job Ads 4: Poor Shari’ah bank	3.392	0.5544	2.189	10	0.019

H-7: The importance of corporate social responsibility to employees does not have a significant influence on the attractiveness of Islamic and non-Islamic banks in Indonesia to early career job seekers.

Table 4.10 shows that the independent variable of the importance of corporate social responsibility recognizes the dependent variable of organizational attractiveness. Similar to the variable of religiosity, the variable of the importance of corporate social responsibility has the highest mean score in job advertisement 2 for a good Shari'ah bank ($M = 3.760$, $SD = 0.4967$) followed by job advertisement 1 for a good traditional bank ($M = 3.694$, $SD = 0.4672$), then job advertisement 4 for a poor Shari'ah bank ($M = 3.392$, $SD = 0.5544$) and job advertisement 3 for a poor traditional bank ($M = 3.129$, $SD = 0.5687$). The significant evidence (p-values) shows that organizational attractiveness in three job advertisements has the p-values lower than 0.05 as expected. Job advertisement 1 for a good traditional bank has the p-value of 0.030, followed by job advertisement 2 for a good Shari'ah bank with p-value of 0.001, and job advertisement 4 for a poor Shari'ah bank with p-value of 0.019. These p-values show the statistically significant influence of the importance of corporate social responsibility toward the organizational attractiveness of Islamic and non-Islamic banks in Indonesia. Only job advertisement 3 for a poor traditional bank that has p-value of 0.291, which is higher than 0.05 and therefore not statistically significant. As most job advertisements has statistically significant evidence, hypothesis **H-7** is **mostly rejected**.

Overall, statistically significant evidence occurs towards organizational attractiveness for job advertisements 1 for a good traditional bank, job advertisements 2 for a good Shari'ah bank, and job advertisement 4 for a poor Shari'ah bank. There is no statistical significance found in job advertisements 3 for a poor traditional bank of organizational attractiveness in Islamic and non-Islamic banks in Indonesia.

Gender and intention to apply.

The hypothesis presented in this part refers to the relationship between gender and the intention to apply of early career job seekers in Islamic and non-Islamic banks in Indonesia when seeking employment. One-way analysis of variance (ANOVA) was used to test the relationship between gender and intention to apply. The Cronbach alpha scores of the dependent variables intention to apply are 0.780 for a good traditional bank, 0.869 for a good Shari'ah bank, 0.904 for a poor traditional bank, and 0.886 for a poor Shari'ah bank. All the Cronbach alpha scores for the four job advertisements are above 0.6, which allows further analysis. The ANOVA results and hypothesis follow.

Table 4-11 ANOVA results of gender and intention to apply.

Intention to apply	Males		Females		F	df	Sig
	Mean	SD	Mean	SD			
Good traditional bank	3.628	.5500	3.812	.4790	7.515	259	.007
Good Shari'ah bank	3.835	.5583	4.011	.5742	5.304	259	.022
Poor traditional bank	3.175	.6731	3.315	.6680	2.422	259	.121
Poor Shari'ah bank	3.545	.5781	3.596	.6398	0.367	259	.545

H-8: Gender does not have a significant influence on early career job seeker's intention to apply to Islamic and non-Islamic banks in Indonesia.

Table 4.11 shows that the variable of gender recognizes the intention to apply of early career job seekers in Islamic and non-Islamic banks in Indonesia through the mean score of 4.011 or lower. The mean scores of female job seekers are higher than their male counterparts in all four-job advertisements. Females job seekers have the mean score of 4.011, SD = 0.5742 for a good Shari'ah bank (the highest score), followed by M = 3.812, SD = 0.4790 for a good traditional bank, then M = 3.596, SD = 0.6398 for a poor Shari'ah bank, and M = 3.315, SD = 0.6680 for a poor traditional bank. However, the differences in intention to apply by females and males job seekers only occur in two job advertisements scenarios: job advertisement 1 for a good traditional bank (p-value = 0.007) and job advertisement 2 for a good Shari'ah bank (p-value = 0.22). On the other hand, neither male nor female job seekers have a significant influence on the variable of intention to apply in Islamic and non-Islamic banks, with the p-value 0.121 and 0.545 respectively. Therefore, hypothesis **H-8** is **partly supported**.

Religiosity and intention to apply.

This thesis used the independent variable of religiosity to test if there is a significant influence on early career job seekers' intention to apply to Islamic and non-Islamic banks in Indonesia. The proposed hypothesis is to examine the correlation between religiosity and intention to apply. One-way analysis variance (ANOVA) was used in this process. The Cronbach alpha scores of the dependent variables intention to apply are 0.780 for a good traditional bank, 0.869 for a good Shari'ah bank, 0.904 for a poor traditional bank, and 0.886 for a poor Shari'ah bank. All the Cronbach alpha scores for the four-job advertisements are above 0.6, which allows further analysis. The ANOVA results and hypothesis follow.

Table 4-12 ANOVA results of the religiosity and intention to apply in Islamic and non-Islamic banks.

Intention to apply	Religiosity		F	df	Significance (p-value)
	Mean	SD			
Job Ads 1: Good Traditional bank	3.756	0.5080	2.068	19	0.007
Job Ads 2 Good Shari'ah bank	3.957	0.5741	1.346	19	0.156
Job Ads 3 Poor traditional bank	3.272	0.6714	1.892	19	0.015
Job Ads 4 Poor Shari'ah bank	3.580	0.6208	0.755	19	0.759

H-9: Religiosity does not have a significant influence on early career job seekers' intention to apply to Islamic and non-Islamic banks in Indonesia.

Table 4.12 shows the independent variable of religiosity recognizes intention to apply through the mean score of 3.957 or lower. The dependent variable of intention to apply achieves the highest mean score in job advertisement 2 for a good Shari'ah bank (M = 3.957, SD = 0.5741), followed by job advertisement 1 for a good traditional bank (M = 3.756, SD = 0.5080), then job advertisement 4 for a poor Shari'ah bank (M = 3.580, SD = 0.6208), and job advertisement 3 for a poor traditional bank (M = 3.272, SD = 0.6714) respectively. The differences are not statistically significant related to religiosity [F (19,259) = 2.068, p = 0.007]] for job ads 1 good traditional bank, and [F (19,259) = 1.892, p = 0.015]] for job ads 3 poor traditional bank. The differences are not statistically significant related to religiosity [F (19,259) = 1.346, p = 0.156]] for job advertisement 2 for a good Shari'ah bank, and [F (19,259), p = 0.759]] for job advertisement 4 for a poor Shari'ah bank. Therefore, hypothesis **H-9** is **partly supported**.

The importance of corporate social responsibility and intention to apply.

The proposed hypothesis in this part is about how the importance of corporate social responsibility to employees influences the intention to apply of early career job seekers to Islamic and non-Islamic banks in Indonesia. One-way analysis of variance (ANOVA) was used to test the correlation between the importance of corporate social responsibility and organizational attractiveness. The Cronbach alpha scores of the dependent variables of intention to apply are 0.780 for a good traditional bank, 0.869 for a good Shari'ah bank, 0.904 for a poor traditional bank, and 0.886 for a poor Shari'ah bank. All the Cronbach alpha scores in the four-job advertisements are above 0.6, which allows further analysis. The ANOVA results and hypothesis follow.

Table 4-13 ANOVA results of the importance of corporate social responsibility to intention to apply.

Intention to apply	The importance of CSR		F	df	Significance (p-value)
	Mean	SD			
Job Ads 1: Good traditional bank	3.756	0.5080	4.595	10	0.000
Job Ads 2 Good Shari'ah bank	3.957	0.5741	2.812	10	0.003
Job Ads 3 Poor traditional bank	3.272	0.6714	1.453	10	0.158
Job Ads 4 Poor Shari'ah bank	3.580	0.6208	1.572	10	0.115

H-10: The importance of corporate social responsibility to employees does not have a significant influence on early career job seeker's intention to apply to Islamic and non-Islamic banks in Indonesia.

Like religiosity, the variable of the importance of corporate social responsibility also recognizes the intention to apply of early career job seekers to Islamic and non-Islamic banks in Indonesia through the mean score of 3.957 or lower. The importance of CSR has the highest mean score on intention to apply in job advertisement 2 for a good Shari'ah bank (M = 3.957, SD = 0.5741) followed by job advertisement 1 for a good traditional bank (M = 3.756, SD = 0.5080), then job advertisement 4 for a poor traditional bank (M = 3.580, SD = 0.6208) and job advertisement 3 for a poor traditional bank (M = 3.272, SD = 0.6714). As the p-values for job advertisement 1 for a good traditional bank and job advertisement 2 for a good Shari'ah bank are lower than 0.05 (0.000 and 0.003 respectively), they show statistically significant influence on early career job seekers' intention to apply to Islamic and non-Islamic banks in Indonesia. However, there is no statistically significant evidence found in job advertisement 3 for a poor traditional bank and job advertisement 4 for a poor Shari'ah bank, as the p-values are more than 0.05 (0.158 and 0.115 respectively). Therefore, hypothesis **H-10** is **partly supported**.

4.5 Multiple regression tests

This section reports the results of the multiple regressions tests based on the variables investigated in the thesis. One of the reasons to use multiple regressions tests was to ensure more robust results of the statistical evidence between variables (independent and dependent variables) in order to more accurately answer the research questions and hypothesis. Previous studies also have used regression analysis to examine the relationships between independent variables and organizational attractiveness and intention to pursue in relation to corporate social responsibility (Behrend, Baker, & Thompson,

2009; Ritz & Waldner, 2011; Yim, Chan, & Hung, 2007). All data have been checked for data error, outliers, normality, and reliability (as reported in section 4.1) prior to data analysis.

Gender, religiosity, the importance of corporate social responsibility, perception of corporate social responsibility, organizational attractiveness, and intention to apply.

The variables of gender, religiosity, and the importance of corporate social responsibility to employees were entered simultaneously as independent variables in each job advertisement scenario against in each dependent variable used in this study (corporate social responsibility, organizational attractiveness, and intention to apply). The results of the regression tests are tabulated in each section below.

Corporate Social Responsibility

- H-2** Gender does not have a significant influence on the perception of corporate social responsibility to Islamic and non-Islamic banks in Indonesia.

- H-3** Religiosity does not have a significant influence on the perception of corporate social responsibility of Islamic and non-Islamic banks in Indonesia.

- H-4** The importance of corporate social responsibility does not have a significant influence on the perception of corporate social responsibility of Islamic and non-Islamic banks in Indonesia.

Table 4-14 Multiple regression results towards corporate social responsibility

	Model 1			Model 2			Model 3			Model 4		
Independent variables	Good traditional bank – CSR			Good Shari’ah bank – CSR			Poor traditional bank – CSR			Poor Shari’ah bank - CSR		
	Std. Coefficient t Beta	t-value	Sig	Std. Coefficient Beta	t-value	Sig	Std. Coefficient Beta	t-value	Sig	Std. Coefficient Beta	t-value	Sig
Gender	0.013	0.248	0.804	-0.022	0.638	0.606	-0.145	-2.362	0.019	-0.128	-2.085	0.038
Religiosity	0.155	2.773	0.006	0.374	1.901	0.005	0.024	0.383	0.702	-0.059	-0.947	0.345
The importance of CSR	0.453	8.109	0.000	0.165	-1.107	0.000	0.057	-0.916	0.361	-0.019	-0.305	0.761
(constant)		9.320	0.000		4.576	0.000		29.955	0.000		30.086	0.000
Overall model: R2 =	0.271			0.205			0.021			0.017		
Adjusted R2 =	0.266			0.199			0.017			0.013		
Model F		F (1,259) = 48.066	0.000		F (1,259) = 33.269	0.000		F (1,259) = 5.579	0.019		F (1,259) = 4.347	0.038

Four multiple regression analyses were undertaken to investigate and explain the perceptions of early career job seekers on corporate social responsibility towards four job advertisements (good traditional bank, good Shari'ah bank, poor traditional bank, and poor Shari'ah bank). Three independent variables (gender, religiosity, and the importance of corporate social responsibility) were tested against the dependent variable of corporate social responsibility. Table 4.14 shows that the majority of regression models are statistically significant: in a good traditional bank, $F(1,259) = 48.066$, $p = 0.000$; in a good Shari'ah bank $F(1,259) = 33.269$, $p = 0.000$; in a poor traditional bank $F(1,259) = 33.269$, $p = 0.019$ and in a poor Shari'ah bank $F(1,259) = 4.347$, $p = 0.038$ respectively. In model 1, R^2 or R square shows the total variance of early career job seekers' perceptions towards a good traditional bank is 27.1% or a quarter of the total model overall. In model 2, R square shows 20.5% of total variance of early career job seekers perception towards a good Shari'ah bank, while in model 3, R square shows 21% of the total variance of early career job seekers towards a poor traditional bank, and 17% in model 4 towards a poor Shari'ah bank.

In model 1 – good traditional bank, all standard coefficient beta is positive (0.013 for gender, 0.155 for religiosity, and 0.453 for the importance of corporate social responsibility). Of the significant scores, however, only the variable of gender that has p-value of 0.804, which is more than 0.05 as a standard of significant. The two variables religiosity and the importance of corporate social responsibility have significant scores less than 0.05 (0.06 and 0.00 respectively). In model 2 – good Shari'ah bank, the standard coefficient beta for religiosity and the importance of corporate social responsibility are positive (0.374 and 0.165 respectively). However, the variable of gender has a negative standard coefficient beta with -0.022 as shown in the table. Of the significant values, the variables of religiosity and the importance of corporate social responsibility are statistically significant with the score of 0.005 and 0.000 respectively. On the other hand, the variable of gender is not statistically significant with the score of 0.606 toward corporate social responsibility.

In model 3 – poor traditional bank, variable of gender has a negative coefficient beta (-0.145), while the variables of religiosity and the importance of corporate social responsibility have positive standard coefficient beta (0.024 and 0.057 respectively). However, the variable of gender is the only one that has a significant value of 0.019, which shows a statistically significant influence on the dependent variable (corporate social responsibility). On the other hand, the variables of religiosity and the importance of corporate social responsibility have p-value of 0.702 and 0.361, which are not statistically significant toward a perception of corporate social responsibility. In model 4 – poor Shari'ah bank, the standard coefficient beta for religiosity and the importance of corporate social responsibility are positive (0.374 and 0.165 respectively). However, the variable of gender has a negative standard coefficient of beta with -0.022 and is the only variable of gender that has a

statistically significant influence on the perceptions of early career job seekers on corporate social responsibility (p-value = 0.038). The independent variables of religiosity and the importance of corporate social responsibility do not statistically influence the perception of corporate social responsibility.

In models 1 and 2, the independent variables of religiosity and the importance of corporate social responsibility are statistically significant towards the perception of corporate social responsibility. On the other hand, variable of gender is not statistically significant. In model 3 and 4, only the variable of gender is statistically significant towards the perception of corporate social responsibility compared to variables of religiosity and the importance of corporate social responsibility, which are not statistically significant. Therefore, hypothesis **H-2, H-3, and H-4** are **partly supported**.

Organizational attractiveness

- H-5** Gender does not have a significant influence on the attractiveness of Islamic and non-Islamic banks in Indonesia to early career job seekers.
- H-6** Religiosity does not have a significant influence on the attractiveness of Islamic and non-Islamic banks in Indonesia to early career job seekers.
- H-7** The importance of corporate social responsibility to employees does not have a significant influence on the attractiveness of Islamic and non-Islamic banks in Indonesia to early career job seekers.

Table 4-15 Multiple regression results towards organizational attractiveness

	Model 5			Model 6			Model 7			Model 8		
Independent variables	Good traditional bank – Organizational attractiveness			Good Shari’ah bank – Organizational attractiveness			Poor traditional bank – Organizational attractiveness			Poor Shari’ah bank – Organizational attractiveness		
	Std. Coefficient Beta	t-value	Sig	Std. Coefficient Beta	t-value	Sig	Std. Coefficient Beta	t-value	Sig	Std. Coefficient Beta	t-value	Sig
Gender	-0.084	-1.396	0.164	-0.026	-0.424	0.672	-0.122	-2.074	0.048	-0.093	-1.489	0.138
Religiosity	0.022	0.343	0.732	0.183	2.961	0.003	-0.161	-0.817	0.009	0.021	.329	0.742
The importance of CSR	0.238	3.952	0.000	0.216	3.489	0.001	-0.005	-0.496	0.948	0.015	0.236	0.814
(constant)		9.696	0.000		4.236	0.000		6.636	0.000		6.867	0.000
Overall model: R2 =	0.057			0.104			0.038			0.010		
Adjusted R2 =	0.053			0.097			0.030			-0.001		
Model F		F (1,259) = 15.615	0.000		F (1,259) = 20.6627	0.000		F (1,259) = 5.066	0.007		F (1,259) = 0.874	0.455

Four multiple regression analyses were conducted to investigate and explain early career job seekers' perception of the attractiveness of Islamic and non-Islamic banks in Indonesia. Table 4.15 shows that the variable of gender is only statistically significant toward organizational attractiveness in a poor traditional bank (p-value = 0.048). The variable of gender is not statistically significant toward organizational attractiveness in a good traditional bank, a good Shari'ah bank, and a poor Shari'ah bank. The variable of religiosity is statistically significant toward organizational attractiveness in a good Shari'ah bank and a poor traditional bank (p-value = 0.003 and p-value = 0.009 respectively) and not in a good traditional and poor Shari'ah banks (p-value = 0.732 and p-value = 0.742 respectively). Another independent variable that is the importance of corporate social responsibility has a significant influence on organizational attractiveness in a good traditional and a good Shari'ah banks (p-value = 0.000 and p-value = 0.001). However, the importance of corporate social responsibility has no statistical influence on organizational attractiveness in poor traditional and poor Shari'ah banks (p-value = 0.948 and p-value = 0.814).

Based on R square statistics, 5.7% of the total variance of organizational attractiveness towards a good traditional bank is explained by model 5. 10.4% of the total variance of organizational attractiveness towards a good Shari'ah bank is shown in model 6, 3.8% of the total variance of organizational attractiveness towards a poor traditional bank is explained by model 7, and 1% of the total variance of organizational attractiveness towards a poor Shari'ah bank is shown by model 8. Overall, the results suggest that the variable of gender is strongly related to organizational attractiveness in model 7 ($p = 0.048$), the variable of religiosity is strongly related to organizational attractiveness in model 6 and 7 ($p = 0.003$ and $p = 0.009$ respectively), while the variable of the importance of corporate social responsibility to employees is strongly related to organizational attractiveness in model 5 and 6 ($p = 0.000$ and $p = 0.001$ respectively). Therefore, hypothesis **H-5**, **H-6**, and **H-7** are **partly supported**.

Table 4-16 Multiple regression results towards intention to apply.

	Model 9			Model 10			Model 11			Model 12		
Independent variables	Good traditional bank – Intention to apply			Good Shari’ah bank – Intention to apply			Poor traditional bank – Intention to apply			Poor Shari’ah bank – Intention to apply		
	Std. Coefficient t Beta	t-value	Sig	Std. Coefficient t Beta	t-value	Sig	Std. Coefficient t Beta	t-value	Sig	Std. Coefficient t Beta	t-value	Sig
Gender	-0.135	-2.347	0.020	-0.117	-1.963	0.051	-0.096	-1.552	0.122	-0.029	-0.472	0.637
Religiosity	0.024	0.398	0.000	0.038	0.598	0.550	-0.126	-1.949	0.052	0.049	0.751	0.453
The importance of CSR	0.354	6.141	0.000	0.038	4.607	0.000	0.103	1.590	0.113	0.049	0.752	0.453
(constant)		7.432	0.000		7.418	0.000		6.543	0.000		5.505	0.000
Overall model: R2 =	0.152			0.076			0.028			0.008		
Adjusted R2 =	0.146			0.072			0.016			-0.004		
Model F		F (1,259) = 23.146	0.000		F (1,259) = 21.226	0.000		F (1,259) = 2.452	0.064		F (1,259) = 0.661	0.577

Intention to apply

- H-8** Gender does not have a significant influence on early career job seeker's intention to apply to Islamic and non-Islamic banks in Indonesia.
- H-9** Religiosity does not have a significant influence on early career job seeker's intention to apply to Islamic and non-Islamic banks in Indonesia.
- H-10** The importance of corporate social responsibility does not have a significant influence on early career job seeker's intention to apply to Islamic and non-Islamic banks in Indonesia.

Regression analysis was also used in this last dependent variable, intention to apply. Table 4.16 shows that all independent variables, gender, religiosity, and the importance of corporate social responsibility, are statistically significant towards early career job seekers' intention to apply to Islamic and non-Islamic banks in Indonesia in model 9 ($p = 0.020$, $p = 0.000$, and $p = 0.000$ respectively). On the other hand, no statistically significant evidence was found from independent variables, gender, religiosity, and the importance of corporate social responsibility that influence early career job seekers' intention to apply, as shown in model 11 ($p = 0.122$, $p = 0.052$, and $p = 113$) and model 12 ($p = 0.637$, $p = 0.453$, and $p = 0.453$ respectively). In model 10, only the variable of the importance of corporate social responsibility has a statistically significant influence on early career job seekers' intention to apply ($p = 0.000$). The other variables, gender and religiosity, do not have a statistically significant influence on early career job seekers' intention to apply to Islamic and non-Islamic banks in Indonesia ($p = 0.051$ and $p = 0.050$ respectively).

Based on R square statistics, 15.2% of the total variance of intention to apply to a good traditional bank is explained by model 9, followed by 7.6% of the total variance of intention to apply to a good Shari'ah bank as shown in model 10. Then 2.8% of the total variance of intention to apply to a poor traditional bank is explained by model 11. Lastly, 0.8% of the total variance of intention to apply to a poor Shari'ah bank is shown in model 12. Overall, the results suggest that the variables of gender, religiosity, and the importance of corporate social responsibility are strongly related to intention to apply in model 9 ($p = 0.020$, $p = 0.000$, and $p = 0.000$ respectively). However, the variables of gender, religiosity, and the importance of corporate social responsibility are not strongly related to early career job seekers' intention to apply to Islamic and non-Islamic banks in Indonesia as presented in models 11 and 12 respectively. Therefore, hypothesis **H-8**, **H-9**, and **H-10** are **partly supported**.

4.6 Conclusion

This chapter presented the result of Study One – the quantitative study. It reported on the influence of gender, religiosity, and the importance of corporate social responsibility on early career job seekers' perceptions of corporate social responsibility, organizational attractiveness, and the intention to apply in Islamic and non-Islamic banks in Indonesia. Ten hypotheses were proposed and tested by using independent-sample T-test, one-way analysis of variance (ANOVA), and multiple regression analysis. Overall, the results are mixed. Some hypotheses are partly supported, and some are partly rejected. A detailed discussion of the results and findings in this chapter are discussed further in Chapter 6. The following chapter presents the findings of Study Two – the qualitative study using focus group interviews.

5. Results of the Qualitative Study

5.1 Introduction

This chapter provides the findings of Study Two – the qualitative study, which comprised focus group interviews with the purpose of investigating early career job seekers' perceptions of corporate social responsibility, organizational attractiveness of Islamic and non-Islamic banks, and how these factors influence their intention to apply to banking institutions that are socially responsible in Indonesia when seeking employment. The data of this qualitative study was analysed using the template analysis framework developed by N King (2012), which has been used widely in social science research.

This chapter addresses research questions 1, 2, 3, and 4, but focuses on research questions 3 and 4 due to the qualitative approach of this study (focus group interviews). Research questions 1 and 2 deal with early career job seekers' perceptions of corporate social responsibility in terms of their university (Islamic or non-Islamic) (RQ1) and in terms of their gender, religiosity and the importance of corporate social responsibility (RQ2). Research question 3 deals with the attractiveness of Islamic and non-Islamic banks as the result of their corporate socially responsible performance to early career job seekers from selected universities in Indonesia. Research question 4 (RQ4) deals with early career job seekers' intention to apply to Islamic or non-Islamic banks in Indonesia when seeking employment. RQ3 and RQ4 also deal with the factors of gender, religiosity, and the importance of corporate social responsibility to employees in relation to early job seekers' perceptions of corporate social responsibility in Islamic and non-Islamic banks in Indonesia. The findings obtained in this Study Two were analysed by using template analysis.

Section 5.2 of this chapter provides information about the context of the study and demographic information about participants. Section 5.3 reports on the process of data collection, discusses template analysis and provides the initial and final templates developed in this Study Two. The results of the analyses of the focus group interviews data are reported in section 5.4 in relation to RQ1 and RQ2, and section 5.5 in relation to RQ3 and RQ4. The chapter ends with a conclusion (section 5.6)

5.2 Sample and context

5.2.1 Organization background

Four universities in Indonesia agreed to participate in this focus group interview: Non-Islamic university A, non-Islamic university B, Islamic university A, and Islamic university B. These four universities were selected based on their competitive advantages compared to other universities in Indonesia, such as facilities, number of students, alumni reputation, domestic and international

awards, etc. They are also familiar with the concept of corporate social responsibility as they have been involved in such practices with the local community around the campus.

5.2.2 Participants' profile

The participants of the focus group interviews were graduating students from economic and business school from the four selected universities. The majority of the 27 participants were women. An email request outlining the theme of the focus group interview was sent to an authorised person in each university/school in Indonesia. The email also requested the provision of participants who have knowledge of corporate social responsibility. Furthermore, most participants had work experiences prior to their graduation. It is common in Indonesia, that the graduating students from any university have already had work experience before graduating (either through internships programs or work in private sector). Their work experiences were expected to contribute positively to the focus group interviews. Tables 5.1 provides brief demographic information about the participants.

Table 5-1 Composition of sample

Interviewee	Years of experience	Gender	Participant in face-to-face group	Institution
JS1	1+	M	Interviewee	Non-Islamic University B
JS2	1+	M	Interviewee	Non-Islamic University B
JS3	1+	F	Interviewee	Non-Islamic University B
JS4	1+	F	Interviewee	Non-Islamic University B
JS5	0.5-1	F	Interviewee	Non-Islamic University B
JS6	1+	F	Interviewee	Non-Islamic University B
JS7	0.5-1	M	Interviewee	Non-Islamic University B
JS8	0.5-1	M	Interviewee	Islamic University B
JS9	<0.5	M	Interviewee	Islamic University B
JS10	0	F	Interviewee	Islamic University B
JS11	0	F	Interviewee	Islamic University B
JS12	0	F	Interviewee	Islamic University B
JS13	0.5-1	F	Interviewee	Islamic University B
JS14	0.5-1	F	Interviewee	Islamic University B
JS15	1+	F	Interviewee	Non-Islamic university A
JS16	1+	F	Interviewee	Non-Islamic university A
JS17	0.5-1	F	Interviewee	Non-Islamic university A
JS18	0	F	Interviewee	Non-Islamic university A
JS19	0	F	Interviewee	Non-Islamic university A
JS20	0	M	Interviewee	Non-Islamic university A
JS21	1+	M	Interviewee	Non-Islamic university A
JS22	1+	F	Interviewee	Islamic university A
JS23	0.5-1	F	Interviewee	Islamic university A
JS24	<0.5	F	Interviewee	Islamic university A
JS25	<0.5	F	Interviewee	Islamic university A
JS26	1+	F	Interviewee	Islamic university A
JS27	1+	M	Interviewee	Islamic university A

Notes: JS (Job Seekers), M=Male, and F=Female

5.3 Data Collection

The data collected in Study Two of this thesis were from focus group interviews. Each focus group interviews activity was held in a room provided by the university. The focus group interviews took one hour to complete and were provided with an open-ended question that was constructed to match the knowledge and understanding of early career job seekers (graduating students) about corporate social responsibility practices, especially in banking institutions in Indonesia. The focus groups were designed to enable the participants to be proactive during the interviews. At the same time, the researcher also encouraged the participants to talk and share about their opinions about corporate social responsibility in Indonesia.

5.3.1 Data analysis

The template analysis framework used in this qualitative study was adopted from Spiller (2000) who investigated a model for business and society (stakeholders). Spiller (2000) uses six main stakeholder groups: *community, environment, employees, customers, suppliers, and shareholders* and identifies ten key business practices in each stakeholders group. These six main stakeholders' groups were tested against ethical business, ethical investment, and ethical scorecard system in relation to corporate social responsibility performance.

Spiller (2000) template analysis for corporate social responsibility provides an important foundation for global patterns of ethical business to support stakeholders, executives and academic scholars. Furthermore, the template accommodates the aims of variables used in this qualitative study through the open-ended nature of the focus group interview. Spiller's template analysis model requires exploration of the existing themes in the initial template and provides an opportunity to create new themes in the final template. The focus group interview questions provided in this qualitative study reflect the objectives of the study, which was to investigate the perceptions of corporate social responsibility, organizational attractiveness, and intention to apply of early career job seekers in the context of Islamic and non-Islamic banks in Indonesia. Table 5.2 presents the themes of the initial template adopted from Spiller (2000).

As noted in Chapter 3, Section 3.3.4., the data collected in this thesis came from more than one source, so the need to use common method variance was not essential. Common method variance analysis is useful when the data was obtained from only one source or one participant. According to MacKenzie and Podsakoff (2012), there are some factors that cause the bias of the data collected during a study. They were low personal relevance of the issue, impulsiveness, dogmatism, and forced participation (MacKenzie & Podsakoff, 2012). Since there were more than one group of participants involved in this thesis (the survey questionnaire and focus group interviews), the concurrent

triangulation mixed-method design was used, and common method variance analysis was not necessary.

Table 5-2 Initial template of corporate social responsibility

1. Community	1.1. Generous financial donations
	1.2. Innovative giving
	1.3. Support for education and job training programs
	1.4. Direct involvement in community projects and affairs
	1.5. Community volunteer programs
	1.6. Support for the local community
	1.7. Campaigning for environmental and social change
	1.8. An employee-led approach to philanthropy
	1.9. Efficient and effective community activity
	1.10. Disclosure of environmental and social performance
2. Environment	2.1. Environmental policies, organization, and management
	2.2. Materials policy of reduction, reuse, and recycling
	2.3. Monitoring, minimizing, and taking responsibility for releases to the environment
	2.4. Waste management
	2.5. Energy conservation
	2.6. Effective emergency response
	2.7. Public dialogue and disclosure
	2.8. Product stewardship
	2.9. Environmental requirements for suppliers
	2.10. Environmental audits
3. Employees	3.1. Fair remuneration
	3.2. Effective communication
	3.3. Learning and development opportunities
	3.4. Fulfilling work
	3.5. A healthy and safe work environment
	3.6. Equal employment opportunities
	3.7. Job security
	3.8. Competent leadership
	3.9. Community spirit
	3.10. Social mission integration

4. Customers	4.1. Industry-leading quality program
	4.2. Value for money
	4.3. Truthful promotion
	4.4. Full product disclosure
	4.5. Leadership in research and development
	4.6. Minimal packaging
	4.7. Rapid and respectful responses to customer comments, complaint and concerns
	4.8. Customer dialogue
	4.9. Safe products
	4.10. Environmentally and socially responsible production and production composition
5. Suppliers	5.1. Develop and maintain long-term purchasing relationship
	5.2. Clear expectation
	5.3. Pay fair prices and bills according to terms and agreed upon
	5.4. Fair and competent handling of conflicts and disputes
	5.5. Reliable anticipated purchasing requirements
	5.6. Encouragement to provide innovative suggestions
	5.7. Assist suppliers to improve their environmental and social performance
	5.8. Utilize local suppliers
	5.9. Sourcing from minority-owned suppliers
	5.10. Inclusion in the selection of suppliers
6. Shareholders	6.1. Good rate of long-term return to shareholders
	6.2. Disseminate comprehensive and clear information
	6.3. Encourage staff ownership of shares
	6.4. Develop and build relationships with shareholders
	6.5. Clear dividend policy and payment of appropriate dividends
	6.6. Corporate governance issues are well managed
	6.7. Access to company's directors and senior managers
	6.8. Annual report and accounts provide a comprehensive picture of the company's overall performance
	6.9. Clear long-term business strategy
	6.10. Open communication with the financial community

Source: Spiller's (2000) ethical business model.

In this qualitative study, however, the researcher used only four of the six main stakeholder groups: community, environment, employees, and customers. The selection of four main stakeholder groups was based on the relevant information obtained from participants during the focus group interviews. Furthermore, the researcher did not use all ten key business practices in each main stakeholder group and added themes relevant to the context of this thesis, for example the Indonesian banking system. Table 5.3 presents the final template which was used to analyse the data of the focus group interviews.

Table 5-3 Final Template of corporate social responsibility

Stakeholders toward Corporate Social Responsibility

1. Community

- 1.1. Generous financial donations
 - 1.1.1. Becoming a philanthropist
 - 1.2. Support for education and job training programs
 - 1.2.1. Scholarships programs
 - 1.3. Support for the local community
 - 1.3.1. Sponsor university student's event on campus
-

2. Environment

- 2.1. Waste management
 - 2.1.1. Avoid chemical hazard.
 - 2.2. Environmental policies, organization and management
 - 2.2.1. Trees planting donation.
-

3. Employees

- 3.1. A healthy and safe work environment
 - 3.1.1. Networking
 - 3.2. Social mission integration
 - 3.2.1. Organizational attractiveness
 - 3.2.2. Intention to apply.
 - 3.3. Job security
 - 3.3.1. Career path
 - 3.3.2. Love of money
-

4. Customers

- 4.1. encouraging customer to help the poor.
-

Source: adapted from Spiller's (2000) ethical business model

5.4 Results of Analysis in Relation to RQ1 and RQ2

This section presents the results of the template analysis (N King, 2012) of the data obtained from focus group interviews, applying Spiller (2000) ethical business model. The variable of perception of corporate social responsibility was tested against the independent variables of Islamic and non-Islamic universities, gender, religiosity, and the importance of corporate social responsibility to employees according to the final template's themes and sub-themes under the stakeholders of community and environment.

5.4.1 Community

The findings show that early career job seekers from both Islamic and non-Islamic universities in Indonesia perceived that corporate social responsibility involves positive actions by the company to benefit the community as stakeholder. The comments from several participants follow:

CSR stands for Corporate Social Responsibility. It is a kind of corporate responsibility to the society instead of taking profit from the society. So, it is like giving back to the society or community. (JS2)

According to me, corporate social responsibility is about doing good things for the stakeholders. The company is not just about seeking profit but also giving benefits to the people or stakeholders. Stakeholders here are management of the company and government (as the company must pay tax), and society that lives nearby the company, employees, customers, and others including, the environment, I think. (JS24)

Corporate social responsibility is about how the company can encourage the community to become actively involved in positive activity such as preventing and protecting the environment from potential problems in the future, doing good to other people, helping the poorer, etc. (JS17)

Basically, corporate social responsibility is a company commitment to build a relationship with their community or stakeholders. So, if the company has a good relationship with society, then they can operate well, doing the management well because they have support from the community. (JS3)

Even though many participants indicated the involvement of community in corporate social responsibility activities was unarguable, one participant perceived corporate social responsibility activity can be done through the individual. The participant commented:

As my plan is to become a marketing director with high paid salary in the future, then I can do social responsibility by myself, such as making the community to help the young generation or supporting an activity run by an organization to empower the society. (JS16)

Generous financial donations, support for educational and for local community

This section presents the participants' perceptions regarding the three key business practices, referred to as template themes in this qualitative study, such as generous financial donations, support for education and general training programs, and support for the local community. Two participants (JS27) and (JS16), for example, reported that generous financial donations were an important part of corporate social responsibility activity. The participants commented:

For me, corporate social responsibility is about giving charity to the less fortunate people, for example, Bill Gates through his company Microsoft. The company has

donated a lot of computers to disadvantage schools in developing countries. Bill Gates also has his own foundation that aims to help people with health issues such as cancer, reducing poverty, preventing child abuse, etc. (JS27)

I would like to talk about corporate social responsibility conducted by retail or supermarkets not a bank. Alfamart, for example, is a medium size of supermarket in Indonesia and is very popular. We can easily find it in any part of the country. What this supermarket does is by encouraging customers to put small changes into charity box. The money collected from the customers will be distributed to help the poor people live around the supermarket. (JS16)

Other participants indicated that key business practices, support for education and local community for the “community” stakeholder group are also important in building positive perceptions of corporate social responsibility. One participant commented:

For me, corporate social responsibility is not just about being responsible to stakeholders but also to companies that are associated. For example, the company giving scholarships to the poor students increases the economy activity of people living around the company. Furthermore, the company that is doing corporate social responsibility is not just talking about profit but also about its ongoing concern. What I mean here is that the company wants to sustain its business in the long-term. (JS24)

Participants also shared their views about corporate social responsibility performed by Islamic and non-Islamic banks in Indonesia. One of the participants reported on an Islamic bank’s social responsibility in supporting university students through a scholarships program as follows:

I know some of my friends received scholarships from Islamic banks. But usually, the Islamic banks target the students who are studying majors in Islamic studies such as Islamic economic or Islamic business program. (JS5)

Other participants also mentioned that some Islamic banks actively support student from low economic backgrounds to study in the university through scholarships program. For example:

I know that several Islamic banks give scholarships to university students such as Bank Muamalat, Bank Shari’ah Mandiri, and BNI Shari’ah. They are all big Shari’ah banks operating in Indonesia. (JS8)

Some participants from Islamic universities in particular expressed their views about corporate social responsibility according to the aspect of religiosity. The aspect of religiosity became an important variable since many of the participants in focus group interviews were from Islamic universities in Indonesia. Some of the comments are shown below:

I would like to talk about the corporate social responsibility activity conducted by an Islamic bank or a Shari'ah bank. One of the pillars in Islam is to pay *zakat* or religious tax by people who meet the certain criteria of doing so. An Islamic bank should pay *zakat*, and this is sources of corporate social responsibility. Furthermore, the Islamic bank also collects *zakat* from its employees on regular basis (monthly or yearly). Then, the Islamic bank will distribute the *zakat* to the poorer, supporting the community living nearby the Islamic banks, and supporting events that empower the community to care about the environment, as well as other activities. Some of the Islamic banks operating here in Makassar are Bank Muamalat Indonesia, BNI Shari'ah, and BRI Shari'ah, etc. (JS21)

I also have an opinion about corporate social responsibility conducted by Islamic and non-Islamic banks in Indonesia. Islamic banks conduct corporate social responsibility based on the principles of Islam which encourage doing good to others. However, for non-Islamic or conventional banks, I think they do the corporate social responsibility to gain a good reputation. (JS24)

Participants from non-Islamic universities perceived corporate social responsibility performed by non-Islamic banks in Indonesia is also positive. One participant commented:

I think conventional banks also perform corporate social responsibility actions. I know a bank such as the BCA bank, sponsors the university students' events and provides scholarships to the less fortunate students in the university. (JS7)

Although most participants from both Islamic and non-Islamic universities in Indonesia perceived that corporate social responsibility actions performed by Islamic and non-Islamic banks are the same, one participant had a different view. The participant commented as follows:

I also have an opinion about corporate social responsibility conducted by Islamic and non-Islamic banks in Indonesia. Islamic banks conduct corporate social responsibility based on the principles of Islam which encourage doing good to others. However, for

non-Islamic or conventional banks, I think they do the corporate social responsibility to gain a good reputation. (JS24)

Summary

In summary, early career job seekers from Islamic and non-Islamic banks, both male and female, religious and less religious all perceived corporate social responsibility as an important aspect in business organization performances such as in Islamic and non-Islamic banks in Indonesia. The early career job seekers from both types of universities had seen real examples of corporate social responsibility actions performed by Islamic and non-Islamic banks and the impact on the community as one of the main stakeholder groups. The early career job seekers noticed that both Islamic and non-Islamic banks in Indonesia have performed corporate social responsibility actions that empower the community through generous financial donations, supporting education and training program that benefit to the community such as education scholarships from primary school to the university level for less fortunate students. This aspect of community as one of the main stakeholder's groups and key business practices (generous financial donations, support education program and support local community program) will be discussed further in Chapter 6.

5.4.2 Environment

The second main stakeholder groups in Spiller's (2000) business model used in this qualitative study is environment with waste management and environmental policies, organization, and management as key business practices, as themes in the template. In this qualitative study, environment is defined as natural environment such as rivers, ocean, and forests. The participants in focus group interviews were also asked about their knowledge on corporate social responsibility and environment.

Waste management

They all recognized the importance of the natural environment to the existence of business entities in general. Destroying the natural environment can damage the company's reputation and business performance in the long-term. One participant commented:

There are many ways to do corporate social responsibility. For example, an industry that has many toxic wastes should pay attention by not throwing the waste into the river, but they should have the method to recycle or neutralised the toxicity. (JS6)

Another participant also agreed and commented:

For me, corporate social responsibility is about three bottom lines, people, profit, and planet. Planet means how the company invests their money to preserve the natural environment such as trees planting, clean the river, etc. (JS19)

The participant's comments above were based on their real-life experience when dealing with environmental issues. Their perception was also based on the information they received from various sources, such as social media and TV.

Environmental policies, organization, and management

The second key business practice or theme in this qualitative study is environmental policies, organization, and management. This theme refers to the environmental policy and management undertaken by the companies in Indonesia, including banking institutions, to contribute positively to the society at large. One participant shared his opinion about a non-Islamic bank's corporate social responsibility activity in the natural environment. For example:

For example, Danamon bank (a privately-owned bank) provides a tree planting program in the city of Makassar in order to provide more oxygen for the people and also to make the city of Makassar looks nice and green. (JS20)

Another participant commented:

For me, corporate social responsibility is about the company's voluntary activity to do something good to this planet and people. So, the company is not just focusing on making a lot of profit but also considering about the environment. (JS17)

Islamic banks are also actively involved in corporate socially responsible activities towards natural environmental policies and management. This comment reflects that statement:

Yes, I also know that Islamic banks do activity to preserve the environment and I think that is part of the corporate social responsibility activity too. (JS18)

However, one participant expressed doubt about the continuity of corporate socially responsible activity in environmental sector performed by companies such as banks in Indonesia. The participant argued:

Although a big company such as Danamon bank has started to preserve the quality of environment in the city of Makassar through tree planting and other companies also have done the same thing in other cities, the corporate social responsibility activity in environmental sector has not been treated well by many people in the city. Many of

the trees planted previously, for example, were damaged and abandoned. In a short time, the program seems unsuccessful, unfortunately.

Summary

In summary, participants (early career job seekers) from both Islamic and non-Islamic universities in Indonesia perceived that corporate socially responsible activity toward environment is important. Most participants agreed that companies such as banks in Indonesia should be actively involved in environmental management policies to protect the natural environment and not just focus on maximizing their profit. Tree planting, managing chemical hazard waste, protecting the river from dangerous chemical waste, are some of the examples of participants' concerns that companies including banks in Indonesia should consider for their corporate socially responsible activity. Table 5.4 show the overall results of the analyses of participants' perceptions of corporate social responsibility towards community and environment.

Table 5-4 Summary of community and environment as perceived by participants.

Community	Perception results
Philanthropist	Supported
Scholarship programs	Supported
Sponsor university's student event	Supported
Environment	
Avoid chemical hazard	Supported
Trees planting donation	Supported

5.5 Results of analyses in relation to RQ3 and RQ4

This section presents the results of the template analysis of the data obtained from focus group interviews about participants' perceptions of organizational attractiveness and intention to apply to Islamic and non-Islamic banks in Indonesia (two dependent variables). The results of the two variables are presented together because job attraction or organizational attractiveness led to the job pursuit intention. When the participants are attracted to a job vacancy, then the next step they would do is to apply for that job. These two dependent variables (organizational attractiveness and intention to apply) were tested against the independent variables of Islamic and non-Islamic universities, gender, religiosity, and the importance of corporate social responsibility to employees, according to the themes listed in the template under the stakeholders of employees and customers.

5.5.1 Employees

The key business practices as template themes for employees (one of the main stakeholders), is a healthy and safe work environment, equal employment opportunity, and job security. This section also discusses employees' perceptions of corporate social responsibility performance. The participants in this section were asked about networking, organizational attractiveness of companies such as a bank that is socially responsible and whether they intended to apply for such jobs or not. Many participants from the focus group interviews gave their views about corporate social responsibility activities performed by Islamic and non-Islamic banks and how those activities attract them to apply and work in those banks.

Healthy and safe work environment

The following are some of the participants' comment on a healthy and safety environment: For example:

My motivation to work is to seek a good working environment. (JS9)

I am also looking for a good working environment when applying for a job. It is an important thing because a good working environment means that our colleagues can support us whenever we need them or help each other. (JS11)

One participant found networking important:

My motivation to work is to look for networking. It is important to have a good networking. (JS14)

A healthy and safe work environment can be in the form of a good working environment and networking. The participants perceived this key business practice as an important factor when seeking employment opportunity in general. They realize that having a good working environment can help them to build up their skills and confidence in the workplace. Furthermore, a good working environment enables work colleagues to support each other and that creates good networking. This is consistent with the previous study states that "the extent of employee involvement and development, and the relationships formed at work are all key elements of a healthy workplace" (Day, Kelloway, & Hurrell Jr, 2014).

Social mission integration

The second key business practice or theme under the stakeholder of employee is social mission integration. This key business practice, adopted from Spiller (2000), is relevant to the research questions 3 and 4 of this thesis. The researcher included organizational attractiveness and intention

to apply as sub-themes of the theme of social mission integration. The participants were also asked about these sub-themes in the open-ended questions during focus group interviews. Many of the participants expressed their interest enthusiastically in how corporate social responsibility can influence their preferences when seeking employment opportunity, especially in banking institutions in Indonesia. For example:

I am happy to consider corporate social responsibility (CSR) as my preferences when looking for work. (JS5)

Yes, I will consider it. Because corporate social responsibility can bring a good image to the bank. So, if the bank has a good image to the outside environment such as people (society), then I will be proud if I work with that company or bank. (JS8)

Several participants felt that the corporate social responsibility of a company is essential to their decision to work in the company. Participants were encouraged to comment further. For example:

I do agree with corporate social responsibility because it is good for myself and for the image of the companies. So, it will make me proud if I could work in that company that is socially responsible. (JS9)

For me, yes, I am interested to work in a bank that is socially responsible, because they have done good things for the community. I know many big banks in Indonesia are actively involved in corporate social responsibility activities in the last decade. I am happy to work in that bank. (JS18)

Yes, I am also interested to work in a bank that has performed corporate social responsibility to the community. (JS16)

Previous studies have shown that corporate social responsibility could become an element of the attractiveness that influences job seekers (Albinger & Freeman, 2000; Duarte, Gomes, & Das Neves, 2014; Greening & Turban, 2000; S. Kim & H. Park, 2011). According to Greening and Turban (2000), good corporate social responsibility performance influences the company's reputation, which leads to the attractiveness of an employer to prospective job applicants. The findings of this study indicate that participants as early career job seekers recognized the importance of corporate social responsibility factor in business organizations, such as banks, that can influence their preference when seeking employment in banking institutions (JS5, JS8, JS9, JS16, and JS18).

Job security

The third key business practice, as a theme adopted from Spiller (2000) template, is job security. In literature, job security is linked to extrinsic and intrinsic values (Kuhnert & Palmer, 1991). According to Kuhnert and Palmer (1991), intrinsic value includes factors such as work involvement and job involvement, while extrinsic value includes reward satisfaction and pay satisfaction. This study includes salary (love of money) and career path as essential elements for job security to early career job seekers. The majority of participants agreed that salary is a very important factor in their motivation to work in a company in Indonesia. The following comments below are the participants' responses toward salary (love of money) and career path:

I think money / salary, big company, and good career path are important. (JS3)

I think corporate social responsibility is not the main consideration for me to apply for job if there is a job opportunity. Because for me, salary is still a main priority, followed by career opportunity for our future. If the companies have good corporate social responsibility activities that is fine, but it is not the top priority. (JS4)

For me, money or salary is still the number one reason people move from one job to another job. We live in the condition where the cost of living keeps increasing. (JS5)

Well for me, salary is definitely important. (JS3)

For me, salary is important. (JS10)

As a job seeker when seeking a job opportunity, the first thing that came in my mind is salary: how much salary that a company can offer. I believe a very small number of job seekers in Indonesia will consider corporate social responsibility as their preferences to work. The majority will think about salary, career path, incentives, and so on. So, for me, salary and career path are important. (JS27)

For me, money is an important one when apply for job. (JS17)

For me, I prefer to choose a company that can offer me a better salary and career prospect. It is an important aspect for me. (JS19)

I would like to work in the company that can offer me high salary. (JS16)

When I graduate from the university, I will consider about salary. Salary is important because it is a motivation factor to work for me. (JS20)

From the participant's comment above, it can be concluded that salary (love of money) is a very important factor for early career job seekers when seeking employment, especially in banking institutions (JS3, JS4, JS5, JS10, JS16, JS17, JS19, JS20, and JS27). This rationale is normal, as the majority of Indonesian early career job seekers come from low economic backgrounds and from large families. Furthermore, many of them live in the big city where the cost of living and competition to find a proper job are high. Therefore, having a good salary and good career prospects in their first professional job enable early career job seekers to survive, increase their standard of living, help their family and plan for a better future. Furthermore, successfully securing a job with good salary and clear career path is the indicator of success for the majority of Indonesian people. It is about the reality of their materialistic orientation.

This finding is consistent with many studies previously discussed about love of money (Sardžoska & Tang, 2012; T. L.-P. Tang, 2010; T. L.-P. Tang & Chiu, 2003; T. L.-P. Tang & Liu, 2012). According to T. L.-P. Tang and Chiu (2003), employees with high salaries will act more ethically than low-income earners. As the cost-of-living increases over time, the low-income earner will be influenced to engage in unethical behaviours, such as corruption.

Despite most participants favouring the salary and career path as the most influential factors when seeking employment, especially in banking institutions in Indonesia, some participants had a different opinion. It is true that salary (love of money) and career path are important when seeking employment in the job market, but they are not everything. These participants argued that money is not the only factor and priority for them to work. The participants expressed their feelings about the importance of corporate social responsibility when making decision to find jobs, especially in banking institutions in Indonesia.

They commented as follows:

I am happy to consider corporate social responsibility as my preferences when looking for work. (JS5)

For me, I think salary is not the top priority or number one preference when looking for job. (JS8)

For me, corporate social responsibility is an important factor when looking for job. (JS21)

The three participants above (JS5, JS8, and JS21) exhibited a different character compared to most participants, in considering corporate social responsibility as their main preference when seeking employment. They argued that they would feel proud to be in a company that is socially responsible

and doing something positive for the stakeholders at large. They agreed that money or good salary is important, but it not the only factor that creates happiness in life. They believed that helping poor people, smiling to others, and other good things are far more important than money, as those aspects can create a better life for many people. Although salary (love of money) and career path are not included as a predictor variable in this qualitative study, these findings are significant and may contribute to the opportunity for further research in related field of study.

5.5.2 Customer

The last key main stakeholder group in this study is customers. It is obvious that the customer plays a very significant role in any type of business organization. Business organization needs customers and vice versa. The customer or consumer as part of stakeholder theory has been investigated by many academic scholars (Fornell, Johnson, Anderson, Cha, & Bryant, 1996; Homburg, Wieseke, & Bornemann, 2009; Kanji & Wallace, 2000; Sureshchandar, Rajendran, & Kamalanabhan, 2001). However, only one participant from the focus groups perceived the customer as an important factor for the business entity, especially in relation to corporate social responsibility performances:

The company is not just about seeking profit but also to benefit the people or stakeholders such as customers, employees, etc. (JS10)

Another participant also shared her views about company's corporate socially responsible activity that encourages its customers to participate:

I would like to talk about corporate social responsibility conducted by retail shops or supermarkets not banks. Alfamart, for example, is a medium sized supermarket in Indonesia and very popular. We can easily find it in any part of the city. What this supermarket does is to encourage its customers to put small change into a charity box. The money collected from the customers will be distributed to help the poor people living around the supermarket. After that, Alfamart presents a report of the social activity conducted for accountability to the customers. By encouraging the customers to participate to the social programs through charity box donations and persuade the positive impact of that programs, then many of the firm's customers are positively support the activity. The customers also were happy because the retail shop provided the report of the social activities publicly, so the customers knew how their money was spent. I think that is also part of company's social accountability and responsibility. (JS16)

5.5.3 Summary

Most participants agreed that salary or love of money and career path are important factors for early career job seekers either from Islamic or non-Islamic universities in Indonesia when seeking employment in the job market, especially in banking institutions. These findings reflect the key business practices or template themes, which are organizational attractiveness and intention to apply, even though love of money and career path are not part of the predictable variables used in this qualitative study. The participants also shared their concern about corporate social responsibility toward customers. They argued that the customer is one of the important stakeholders that the company should consider when performing corporate social responsibility in Indonesia. Furthermore, the involvement of customers in corporate social responsibility activities can benefit the stakeholders at large.

Table 5-5 Summary of employees and customers as perceived by participants

Stakeholder groups	Perception results
Employees	
Networking	Supported
Organizational attractiveness	Partly supported
Intention to apply	Partly supported
Career path	Supported
Love of money	Supported
Customers	
Encourage customers to help the poor	Supported

5.6 Conclusion

This chapter investigated the perceptions of early career job seekers about corporate social responsibility, organizational attractiveness and intention to apply in Islamic and non-Islamic banks in Indonesia. The findings of the study show that early career job seekers perceive corporate social responsibility as a positive attribute that can attract them to apply for jobs particularly in Islamic and non-Islamic banks in Indonesia. As one of the stakeholders, early career job seekers argue that the purpose of the business entities, including banks, is not mainly maximization of profit, but there are also two other bottom lines that should be considered: people (community, employees and customers) and planet (environment). The stakeholder groups of community, employees, customers, and

environment are the same as the main stakeholder groups in the ethical business model proposed by Spiller (2000).

For the people as community, early career job seekers argued that business organizations such as banks should support local community events, empowering the local community through education support program (scholarships) for the less fortunate children. These findings are consistent with the examples of corporate socially responsible activity performed by a New Zealand company, as shown in Spiller (2000) ethical business model. The New Zealand companies supported the education of less fortunate children and youth sport development programs. The evidence above shows the similarity between the findings in this qualitative study and examples from Spiller (2000) ethical business model for community as a main stakeholder group.

In terms of people as employees, some early career job seekers perceived corporate social responsibility as an element of attractiveness for them to apply for job. For example, some of them expected that the companies should provide a good working environment for the employees as part of their commitment to be socially responsible to their employees. This in turn, would engender employees' positive outlook about the companies and enable them to develop good networking. However, the majority of early career job seeker participants perceived salary (love of money) and career path as important factors when seeking employment in the job market. In Spiller (2000) ethical business model, the aspect of employees is related to companies' learning and development opportunities. Providing training to improve the quality of work of employees is the main concern of companies in New Zealand as their corporate social responsibility activities. Therefore, it is quite different from the evidence gathered in this qualitative study.

For people as customers, the findings suggest that companies should encourage its customers to participate in corporate social responsibility activity, such as donations programs. However, the customers of the New Zealand companies expect the companies to emphasize environmentally and socially responsible production, such as reducing the use of chlorofluorocarbons (CFC) in refrigerators to protect the atmosphere. That evidence is quite different from the findings in this qualitative study (Spiller, 2000).

For the planet or environment, the findings show that early career job seekers expect the companies in Indonesia including banks to be proactive in preserving the natural environment such as rivers and forests that influence many aspects of people's lives. They suggested that the companies should not throw their chemical waste into the river or to randomly cut the trees in the forest for commercial purposes only. The early career job seekers appreciated the non-Islamic banks' socially responsible activity through city trees planting programs that can provide more oxygen to the people, which in

turn improves the quality of life and preserves nature. Spiller (2000) ethical business model emphasizes the activities of some New Zealand companies, such as recycling process, using less plastic, selling the recyclable raw materials, and participating in the used oil recovery program to replace coal. The results in this chapter will be further discussed in Chapter 6.

6. Discussion of Results and Conclusion

6.1 Research Review

This chapter reviews the results of quantitative and qualitative studies together. The chapter discusses the theories, methods, and practices related to the existing literature on perceptions of corporate social responsibility, organizational attractiveness, and intention to apply, in particular, early career job seekers' perceptions about Islamic and non-Islamic banks in Indonesia. The chapter addresses the limitations of the thesis and the prospects for further research. It also offers several recommendations for banking regulators, universities, and human resources management practices in Indonesia to consider corporate social responsibility as a means of attracting early career job seekers (future employees) who seek employment in banking institutions.

This thesis adopted the concepts from previous researchers and used the existing instruments of measure (Allport & Ross, 1967; R. E. Freeman, 1984; Greening & Turban, 2000; Highhouse et al., 2003; Spiller, 2000; Turker, 2009) to investigate the correlation and impact of each instrument used in this study. The instruments were selected based on the circumstances of early career job seekers and banking institutions in Indonesia (Islamic and non-Islamic banks) and were applied in four job advertisement scenarios. The four-job advertisement scenarios were from a good traditional bank, a good Shari'ah banks, a poor traditional bank and a poor Shari'ah bank. These four job advertisement scenarios were designed to investigate early career job seekers' perceptions of corporate social responsibility as an element of attractiveness that stimulates their intention to apply for a job in Islamic and non-Islamic banks in Indonesia.

The thesis used a concurrent mixed-methods approach, employing quantitative and qualitative research methods (Creswell, 2014; Creswell et al., 2003). The quantitative method was used in Study One, while the qualitative method was used Study Two. Study One collected the data from the survey-questionnaires while Study Two collected the information attained from focus group interviews. These approaches were used to obtain baseline data on early career job seekers' perceptions of corporate social responsibility, particularly in banking institutions, and to investigate their interest in applying and working for the banks that are socially responsible in Indonesia. These approaches addressed the four research questions and ten hypotheses proposed in this thesis.

Overall, the research finds that early career job seekers from Islamic and non-Islamic universities in Indonesia can recognize the concept or definition of corporate social responsibility both in theory and practice, particularly in banking institutions in Indonesia. Furthermore, they can express their opinions on how corporate social responsibility can have a positive influence on organizational

attractiveness and their intention to apply for a job in banking institution in Indonesia. These findings are consistent with the previous studies, which indicate that corporate social responsibility can attract potential job applicants and stimulate their intention to apply for the jobs (Gomes & Neves, 2011; Greening & Turban, 2000; S. Kim & H. Park, 2011; Luce et al., 2001; Randy Evans & Davis, 2011), which indicates that corporate social responsibility can attract potential job applicants and stimulate their intention to apply for those jobs.

6.2 Discussion of Results

This section discusses the results of the analyses of the quantitative and the qualitative studies and integrates them together. The quantitative study covers the variables of gender, religiosity, institution, the importance of corporate social responsibility to employees, corporate social responsibility, organizational attractiveness, and the intention to apply. The qualitative study covers the aspects of community, environment, customer, and employees, based on Spiller (2000) ethical business model. This chapter provides a combined discussion between quantitative and qualitative study based on research questions and hypotheses. However, each research question has emphasized a specific variable. Research question 1 focused on the variable of Islamic and non-Islamic university in relation to corporate social responsibility. Research question 2 emphasized gender in relation to corporate social responsibility perception. Research question 3 emphasized religiosity in relation to the perception of corporate social responsibility and organizational attractiveness. The last research question focused on the importance of corporate social responsibility to employees in relation to the intention to apply for job when seeking employment. The integration of the results in this section is the critical point of this thesis as it contributes positively to the literature, human resource management practice and theory.

6.2.1 Research question 1

Is there a difference in the perceptions of early career job seekers from Islamic and non-Islamic universities on the level of corporate social responsibility of Islamic and non-Islamic banks in Indonesia?

Hypothesis 1: Early career job seekers from Islamic and non-Islamic universities do not have a significant difference in their perceptions of the corporate social responsibility of Islamic and non-Islamic banks in Indonesia.

The first research question and hypothesis of this thesis address the difference (if any) between the perceptions of early career job seekers from Islamic and non-Islamic university about the level of corporate social responsibility of Islamic and non-Islamic banks in Indonesia. The purpose of this

research question and hypothesis is to investigate if early career job seekers from Islamic university perceive the corporate social responsibility of Islamic and non-Islamic banks in Indonesia differently from their peers from non-Islamic university.

The findings show that there are no differences in the level of perception about corporate social responsibility of Islamic and non-Islamic banks in Indonesia by the majority of early career job seekers from Islamic and non-Islamic universities in Indonesia. Furthermore, no significant difference was found in the case of all four job advertisements provided as tools to measure the levels of perception of early career job seekers toward corporate social responsibility performed by Islamic and non-Islamic banks in Indonesia. In addition, there is also no major difference in the perception of early career job seekers of corporate social responsibility toward community and environment. One of the possible reasons for these results is that many early career job seekers have directly witnessed and gleaned from the media how the firms in Indonesia including banks participate actively in socially responsible actions. Early career job seekers argued that corporate social responsibility is an essential factor that benefits not only the stakeholders at large but also the corporations such as Islamic and non-Islamic banks in Indonesia. In addition, corporate social responsibility can create a good image for the corporations, which in turn can sustain their business in the long-term.

Study of the correlation between university and corporate social responsibility has obtained consistent attention from researchers (Dahan & Senol, 2012; Plungpongpan, Tiangsoongnern, & Speece, 2016). The results of their studies indicated that universities or higher education institutions perceived corporate social responsibility as an ethical aspect and a decisive factor in society (Dahan & Senol, 2012). Furthermore, studies have found that the universities are concerned with corporate social responsibility in the area of organizational governance, labour practices, human rights, fair operating practices, and consumer issues (Nejati, Shafaei, Salamzadeh, & Daraei, 2011). Also, some universities are concerned about preserving the environment and providing support to community projects (Nejati, 2012). The findings of this thesis support a previous study about corporate social responsibility and university students' perceptions (J. Ahmad, 2012; Alonso-Almeida, Fernández de Navarrete, & Rodriguez-Pomeda, 2015). Ahmad's study, which was conducted in Malaysia, found that many university students respond positively to promoting corporate socially responsible activity. The students argued that firms should not just maximise their economic scale but should also consider the role of stakeholders at large, which could influence the firms' success in the business. The students perceived that it is important for the firms to give something back to the stakeholders (J. Ahmad, 2012; Alonso-Almeida et al., 2015).

Similarly, the results from focus group interviews also indicate that there is no major significant difference in the level of perceptions of corporate social responsibility by early career job seekers either from Islamic or non-Islamic universities in Indonesia. Mostly, early career job seekers perceived the corporate social responsibility of Islamic and non-Islamic banks in Indonesia is important and has a significant impact on society or the community. They have seen the positive examples of Islamic and non-Islamic banks implementing corporate socially responsible programs that directly benefit the community, such as education scholarships, blood donation, public infrastructures, tree planting for green city and forest, poverty alleviation, etc. The early career job seekers claimed that the socially responsible activities for the benefit of the stakeholders at large by the Islamic and non-Islamic banks are the same. Therefore, there is no significant difference between the corporate socially responsible activities of Islamic banks and non-Islamic banks in Indonesia.

However, a small number of participants (both from Islamic and non-Islamic universities) stated that there is a difference in the level of perception of corporate socially responsible actions performed by non-Islamic banks and Islamic banks in Indonesia. One participant perceived non-Islamic banks' corporate socially responsible actions are better than those of Islamic banks. The participant argued that non-Islamic banks or traditional banks actively support university students' activities such as sports competitions, music festivals, outbound activity, etc. Generally, the non-Islamic banks provide significant funding to support university students' events. Providing funding or money for any university student event in Indonesia significantly influenced the perception of the students toward corporate social responsibility of the firms (non-Islamic banks). Islamic banks, on the other hand, perform corporate socially responsible activities based on Islamic principles and the practice of the Prophet Muhammad SAW (peace be upon him). One participant from an Islamic university emphasized that Islamic banks perform corporate social responsibility for stakeholders at large not for the purpose of obtaining a good reputation, but because it is an Islamic commandment. So, it is not about reputation or good perception, but rather it is about reward and punishment from Allah SWT, the God Almighty.

Literature has shown that corporate social responsibility has a positive impact on stakeholders at large including the community (Arli & Cadeaux, 2014; Sarmila, Zaimah, Lyndon, Hussain, & Awang, 2015) The community, on the other hand, plays an important role toward business organizations and demands the firms to be socially responsible for the development of the community (De Chiara & Russo Spina, 2011; Ismail, 2009; Newell, 2005; Tracey, Phillips, & Haugh, 2005). Generally, the community is defined as a group of individuals sharing mutual goals, inter-reliant for the completion of definite requirements, living in a neighboring area and cooperating on a consistent basis (Ismail, 2009). The results from the participants' focus group interviews suggest that corporate social

responsibility is about doing good for the community, building positive relationships between companies and society, encouraging community involvement that benefits not only the community but also the corporations and sustainable community development. The participants emphasized that the objective of the corporation is not only to maximize the profit or shareholders' wealth, but that the corporation should also give something back to the community to create sustainable development for both parties. The results are consistent with the literature, which states that a company's socially responsible activity has many positive implications on stakeholders at large, including the community (De Chiara & Russo Spena, 2011; Ismail, 2009; Tracey et al., 2005).

Furthermore, early career job seekers also pointed out their concern about preserving and protecting the natural environment during the focus group interviews. The participants critically argued that many firms in Indonesia still pay little attention to the protection of the natural environment. The firms should also consider and proactively engage in activities that support the sustainability of the Earth. Furthermore, some of the firms do not even consider that their actions against natural environment, such as throwing chemical hazards into the river or ocean, can cause serious damage not only to the environment but also to the economic sustainability and community at large. The participants demanded the firms to be socially responsible to the environment by having a good waste management system and encouraging their employees to have a sense of awareness toward environmental protection, although, some participants also appreciated the firms that care about natural environment. A number of participants stated that some local banks in the eastern part of Indonesia had contributed positively to the environment through city tree planting programs for green city. The banks' socially responsible programs of tree planting certainly have a significant impact on the natural resources, business sustainability, community, and future generations.

The finding is consistent with the literature that identifies the environment as one of the critical areas of corporate socially responsible targeted goals when it comes to implementation (Khojastehpour & Johns, 2014; A. Sharma & Kiran, 2012). The firms such as banks are also aware of the importance of preserving and protecting the environment for sustainable economic development and also for future generations. The majority of big banks in Indonesia provide massive funding to the large corporations whose core business is exploration, such as mining and petroleum, and logging. Indirectly, the banks require these types of corporations to preserve and protect the environment as much as possible during their operations to ensure that they have resources for future development. The utilization of natural resources plays an essential role in the business entities and communities at large (Ayoo, 2007). The use of water in many places around the world, for example, has become a critical issue that can have impact on economic growth and threaten the sustainability of a healthy ecosystem, society and future generations (Lambooy, 2011).

6.2.2 Research question 2

Do gender, religiosity, and the importance of corporate social responsibility to employees influence the perception of corporate social responsibility of early career job seekers in Indonesia?

Hypothesis 2: Gender does not have a significant influence on early career job seekers' perception of the corporate social responsibility of Islamic and non-Islamic banks in Indonesia.

Hypothesis 5: Gender does not have a significant influence on the attractiveness of Islamic and non-Islamic banks in Indonesia to early career job seekers.

Hypothesis 8: Gender does not have a significant influence on early career job seekers' intention to apply for jobs in socially responsible of Islamic or non-Islamic banks in Indonesia.

Gender has become a consistent factor in research, and it is one of the most profoundly investigated areas. There have been increasingly important studies of gender and gender differences, particularly in business ethics such as corporate social responsibility in the last decade (Bear, Rahman, & Post, 2010; Rao & Tilt, 2016; Setó-Pamies, 2015). Researchers are interested in investigating the issue of gender and its influence as an independent variable in social science studies, such as studies of corporate social responsibility (Fernandez-Feijoo, Romero, & Ruiz, 2012; Gill, 2010; Kahreh, Babania, Tive, & Mirmehdi, 2014; Larrieta-Rubín de Celis, Velasco-Balmaseda, Fernández de Bobadilla, Alonso-Almeida, & Intxaurburu-Clemente, 2015). The results show that gender plays an important role in corporate socially responsible performance. Previous studies in business ethics and corporate social responsibility use the term of gender as male or female (Pérez & Del Bosque, 2013).

The results regarding hypothesis 2 indicate that statistically, gender does not have a significant influence on early career job seekers' perceptions of corporate social responsibility of Islamic and non-Islamic banks across all four job advertisements provided in this study. Both male and female early career job seekers perceived corporate socially responsible activity in a good traditional bank, a good Shari'ah bank, a poor traditional bank, and a poor Shari'ah bank as an essential factor for the business to grow in the long-term. This result is consistent with a previous study that found gender differences do not have a significant influence on perceptions of corporate social responsibility (Calabrese et al., 2016). One of the possible reasons is that gender differences measured in this study did not include differences in age, marital status, work experience or other characteristics. Characteristics such as age, marital status, and work experience, can be sources of information for further research to determine if gender differences based on these variables significantly influence

perceptions of early career job seekers about the corporate social responsibility of Islamic and non-Islamic banks in Indonesia.

However, the results from the focus group interviews show that female early career job seekers are more engaged in the discussion than their male counterparts, regardless of the larger number of female participants than male. Female early career job seekers expressed their opinion about the corporate socially responsible activities of Islamic and non-Islamic banks in Indonesia enthusiastically, and explained their opinions better with more reasonable arguments than their male counterparts. Female early career job seekers exhibited a wider understanding about the practice of corporate social responsibility in Indonesia. They critically pointed out several issues, such as encouraging customer participation in corporate socially responsible activities, poverty alleviation, education for the poor, empowering young people, and empowering women in economic development, etc.

In relation to customer participation, female participants argued that firms in Indonesia should encourage their customers to be part of the firm's corporate socially responsible programs. The participation of customers in a company's socially responsible programs is important, and, in return, it benefits the company as well. It is obvious that customers play a significant role toward business sustainability at all levels. Therefore, when business organizations decide to undertake corporate socially responsible activity, they also need to consider the impact on their customers (Homburg et al., 2009; Homburg, Workman, & Jensen, 2000; Sureshchandar et al., 2001). The positive response from participants about the role of customers in business organizations such as banking institutions in Indonesia cannot be overlooked. The researchers in previous studies have found that customer satisfaction in the banking industry is critical as it determines customer loyalty, which ultimately generates financial benefit to the banks (Munari, Ielasi, & Bajetta, 2013; Paulík, Kombo, & Ključnikov, 2015; Terpstra & Verbeeten, 2014).

The literature shows that customers' perception of corporate social responsibility of banking institutions has a direct impact on banking institutions' values (Mandhachitara & Poolthong, 2011). The participants opined that a bank's corporate socially responsible performance in Indonesia can influence customers' satisfaction with and loyalty to the banks (Habibi, Laroche, & Richard, 2014; Hafeez & Muhammad, 2012). The participants argued that the banks' socially responsible programs in Indonesia, such as scholarships for disadvantaged children, support for local community events, employees' blood donations, and many more, have created a positive impression on customers, including the participants, the majority of whom are banks' customers. Some banks even encourage their customers to be involved in socially responsible activities. The participants believed that the more socially responsible the banks are towards their stakeholders, the more satisfied their employees

will be, which could also raise the customers' loyalty to a bank's products and services. In the long-term, customer loyalty affects a bank's business performances.

6.2.3 Research question 3

Do gender, religiosity, and the importance of corporate social responsibility to employees influence the attractiveness of Islamic and non-Islamic banks to early career job seekers in Indonesia?

Hypothesis 3: Religiosity does not have a significant influence on early career job seekers' perceptions of corporate social responsibility of Islamic and non-Islamic banks in Indonesia.

Hypothesis 6: Religiosity does not have a significant influence on the attractiveness of Islamic and non-Islamic banks in Indonesia.

Hypothesis 9: Religiosity does not have a significant influence on early career job seekers' intention to apply for jobs in socially responsible Islamic or non-Islamic banks in Indonesia.

Historically, religion has played a critical role in human civilization (Ramasamy, Yeung, & Au, 2010). The Hindu and Islamic civilizations, for example, have influenced the way humanity progressed. Growing empirical research indicates the link between religion and ethical issues in business (Angelidis & Ibrahim, 2004). The religions of Islam, Jews, and Christians recognized that business practices should be based on ethical standards (Brammer et al., 2007). Ethical standards lead to the perception that religious individuals tend to act better in the ethical decision-making process and take better action toward corporate social responsibility (Brammer et al., 2007). Other studies also found that religiosity has a positive influence on morals, which affect the manners and behaviour of an individual (Saroglou, Corneille, & Van Cappellen, 2009).

There have been studies on moral philosophy or religious principles related to corporate social responsibility in the literature (Etzioni, 2010; Frederiksen, 2010; Jamali & Sdiani, 2013; Mazereeuw-van der Duijn Schouten, Graafland, & Kaptein, 2014). According to Etzioni (2010), people would not do the right things or be socially responsible in their life unless required by their religion required to do so. This condition may only apply to the religious people in the society. Further, a particular group of people from a particular religion are less socially orientated in their leadership than people from a different religion. There was also a study about various characteristics of religiousness and attitudes toward business ethics (Kennedy & Lawton, 1998). Their findings suggested that religious students are more likely to behave ethically or perceive ethics in business positively than who are not religious. Furthermore, their findings also show a positive correlation between intrinsic and extrinsic

values of religiousness. Intrinsic and extrinsic values of religiousness are some of the measurement items used in this thesis (Allport & Ross, 1967). There have been also studies about the relationship between religiousness (spirituality) and job recruitment (King & Holmes, 2012; Paterson et al., 2013). According to these studies, prospective job applicants may be attracted to business organizations that are positively support spiritual values in the work place or identify themselves as spiritual organization (King & Holmes, 2012; Paterson et al., 2013).

The results from the quantitative study for religiosity, perception of corporate social responsibility and employment opportunity are mixed. The first result shows that there is no statistically significant influence of religiosity on the attractiveness of business organization found in poor traditional and poor Shari'ah banks. One of the possible explanations for this result is that early career job seekers with strong religious backgrounds are only attracted to apply and work in the socially responsible business organizations that fit with their personal beliefs on positive norms. Therefore, these early career job seekers are interested in applying for and working in banks that perform well in terms of social responsibility. The finding supports a previous study that found prospective job applicants are attracted to good socially responsible firms without considering the aspect of spirituality or religiousness (Arthur, Wilson, Godfrey, Gray, & Newton, 2009).

Furthermore, the results are also consistent with the studies that show religiosity has no impact on personal ethical decision-making, such as corporate social responsibility perception (J. W. Clark & Dawson, 1996; P. Mudrack, 2007; P. E. Mudrack & Mason, 2013; Scott John Vitell, Ramos, & Nishihara, 2010; Weaver & Agle, 2002). Other studies have also found that there is no significant relationship between religiousness and willingness to act ethically due to the pressure from business competition and stakeholders' demands, which force the employees to focus only on financial aspects rather than to behave ethically (J. W. Clark & Dawson, 1996; Ibrahim et al., 2008).

The second result from the quantitative study, on the other hand, shows that religiosity has significantly influenced the attractiveness of Islamic and non-Islamic banks through their corporate social responsibility. This result indicates that religious early career job seekers are more likely to apply and work in a socially responsible organization. One of the possible reasons for this result is the faith of most early career job seekers who are predominantly Muslims. Indonesia is known as the largest Muslim country in the world. Through Islam, Indonesian Muslims perform good deeds and avoid sins (Qur'an, various verses) in their daily lives. Indonesian Muslims believe that there is no God to be worshipped but Allah SWT and Muhammad (PBUH) is the Messenger of Allah SWT. They pray five times a day as an obligation, fasting in the month of Ramadhan, pay the zakat (religious tax) and perform Haj in Mecca for those who can afford it.

Islam perceives corporate social responsibility as relevant to the teachings of the Qur'an and the Sunnah (the practices of the Prophet Muhammad SAW - PBUH). The Qur'an and the Sunnah are the primary sources of Islamic principles. The Islamic principles provide a better alternative ethical framework for human's interaction with the environment and another human being (M. S. Ahmad, 2011). Furthermore, M. S. Ahmad (2011) claims that the moral and ethical values derived from divine revelations are more lasting and supreme. Through the Islamic principles, the Muslims in Indonesia have a guidance to interact with the other people, science, economy, social changes, environment, and others (Dusuki, 2008c). Therefore, it is not a surprise, if religious early career job seekers who are predominantly Muslims perceive corporate social responsibility as an essential factor for banking institutions in Indonesia.

The finding supports previous studies, which found religious individuals or religiosity could shape the individual's perception of corporate social responsibility (Brammer et al., 2007). Furthermore, personal religiousness is a crucial variable shaping opinions of the condition, alternatives, and results of business behaviour (Scott J Vitell, 2009). At the university level, religious students are more concerned about elements of organizational performance than low religious or non-religious students (Angelidis & Ibrahim, 2004). Also, religious students have significant interest in applying and working within an organization that supports ethical behaviour or religiousness (King & Holmes, 2012) in the relationship between religion and work (Chan-Serafin, Brief, & George, 2013; Hill & Smith, 2003; Tracey, 2012).

In the qualitative study, the results are also mixed. A small number of participants perceived religiosity as an important aspect, similar to ethical norms, which influences their perception about corporate social responsibility and is relevant when seeking employment. These early career job seekers are happy to pursue their intention to apply and work within an organization that supports ethical behaviour or religiousness. The result is consistent with previous studies that indicate the growing interest in the relationship between religion and work (Chan-Serafin et al., 2013; Hill & Smith, 2003) and the influence of religiosity at the workplace (Tracey, 2012). Furthermore, religious individuals are more likely to pursue their career in organizations that support their religious beliefs, such as helping others (being socially responsible), not just focusing on materialistic aspects (Duffy, Reid, & Dik, 2010). As most Indonesian people are religious, including the early career job seekers, it is obvious that their faith influences their decision to apply for a job in a socially responsible organization such as a bank.

However, the majority of early career job seekers, whether from Islamic or non-Islamic universities, did not consider the importance of social behaviour such as being socially responsible, and did not think religiosity influences their preference to apply and work in socially responsible organizations. Their argument is consistent with previous studies that claim that many individuals (employees) try to separate religious matters or moral behaviour when related to the work place (Hartman, 2015; King Jr, 2008; Walker, 2013). King Jr (2008) argues that religiosity is an important aspect in an individual's life and interactions with others, but very little time has been spent to investigate its impact on the workplace. Furthermore, most of the employees spend their waking hours in the workplace and do not balance their mental, physical health and wellbeing. So, the majority of people perceive their belief or faith is separate from work (Hartman, 2015; King Jr, 2008; Nash, McLennan, & Blanchard, 2001).

The findings from focus group interviews reveal that most early career job seekers both from Islamic and non-Islamic university agreed that good salary and career prospects are the most significant factors influencing their motivation to apply for in the job market in Indonesia. It is an interesting finding because good salary or love of money, and career prospects were not part of the variables tested in this study. Most of both male and female early career job seekers in Indonesia argued that they would pursue their intention to apply and work in the firms that could offer good salary and good career prospects as a priority when seeking employment in the future. The findings support the extant literature that indicates factors such as salary or financial rewards (Cable & Graham, 2000), job security (De Hauw & De Vos, 2010), person organization fit (Carless, 2005), work-life balance (Carless & Wintle, 2007), and career prospects (Weng & McElroy, 2012) have a strong impact on job seekers' attraction and job pursuit of intention to apply. The participants argued that salary or financial reward is the most influential factor to attract them to apply for a job. It is obvious that a good salary can motivate the employees to organizational commitment and performances (Jehanzeb, Rasheed, & Rasheed, 2012; Terera & Ngirande, 2014; T. A. Wright & Huang, 2012).

Researchers have indicated that good salary or good remuneration rewards play an important role in attracting job applicants (Lievens et al., 2001). The level of pay or the level of remuneration also can determine the level of satisfaction of employees in the organization (Judge, Piccolo, Podsakoff, Shaw, & Rich, 2010; Schlechter, Hung, & Bussin, 2014). Other studies also perceive salary or monetary rewards are the central point of attraction, retention, and motivation of employees to be productive and competitive, which, in return benefits the enterprise (Jehanzeb et al., 2012; Rynes, Gerhart, & Minette, 2004). The more attractive the remuneration for the job applicants or employees, the higher the job applicants' commitment to the business organization because it fulfils their financial and material needs (Jehanzeb et al., 2012; Kinyili, Karanja, & Namusonge, 2015). Further, high levels of

pay or salary strongly influence the employees' contribution to the majority of business organizations' output (Aguinis, Gottfredson, & Joo, 2012). Therefore, unsurprisingly, firms that provide higher pay levels to their employee experience high level gain on their assets (Brown, Sturman, & Simmering, 2003).

The findings support the literature in that most participants both from Islamic and non-Islamic university in Indonesia perceived salary or the remuneration package as a very important factor when seeking employment in Indonesia. They argued that a good salary or good remuneration can help them to ease the pressure of the cost of living and meet a variety of basic needs (e.g., food and shelter). Further, a good salary can fulfil an employee's higher-level needs, such as belonging to a group and gaining respected from others (Long & Shields, 2010). The participants argued that good salaries enable them to have less worry about their basic needs, improve their status in society through the symbols such as bigger houses and good vehicles, receiving respect from others, and also enable them to pursue training and development and higher education level (Long & Shields, 2010). In addition, a good salary enables the participants to achieve personal accomplishments in life (Trank, Rynes, & Bretz, 2002).

The findings also reveal that when applying for jobs, early career job seekers from both Islamic and non-Islamic universities do not consider whether the firms are Islamic or non-Islamic business organizations such as Islamic banks or traditional banks and whether the banks are socially responsible to the stakeholders at large or not. As long as the firms offer a better salary and career prospects, they are happy to pursue their application and work with the organization. Some of the participants even emphasize the importance of a good salary in their lives. The participants claimed that good salary is not mainly for themselves but also for other family members. With a good salary, the participants would be able to ease the economic pressure of the family, as many of the participants come from large families (generally between 4 to 9 members). Furthermore, many of the participants come from low economic backgrounds and are struggling to fulfil their daily needs due to high cost of living, low wages and high unemployment. Therefore, it is not surprising that the majority of participants prioritized a good salary when seeking employment, including in banking institutions in Indonesia.

The participants also raised the issue future career prospects during the focus group interviews. They would like to apply for and work in the firms that provide good future career prospects over and above a good salary. The participants believed that good future career prospects would enable them to work productively and be committed to the job. (Robbins & Coulter, 2007) described career as a sequence of positions occupied by a person throughout his or her lifetime. Furthermore, career is a constant

process of experience and skill acquisition of an individual undertaken through his or her life. The participants expected the firms to provide clear career development programs, so they know what kind of steps need to be taken to achieve the higher positions. It is obvious that the early career job seekers were primarily concerned about their own career development with no boundaries on specific industries and job categories.

During the focus group interviews, many participants spoke about their future careers, possibly in an organization in Indonesia. Previous studies have proved that career growth is important as it can determine whether the employees would stay or leave to another job (Weng & McElroy, 2012). Further, career growth contributes to job satisfaction and enables the employees to have an opportunity for promotion and development in their career. The participants argued that many employees in many business organizations in Indonesia have the same job and position for years and little opportunity to grow. However, in Indonesia's banking institutions, the participants agreed that the employees have better opportunities to be promoted through future career development programs. Furthermore, the participants perceived that traditional or non-Islamic banks have better structures for career prospects compared to Islamic banks. One of the possible reasons is the traditional banks have been operating in the country a long time before the Islamic banks which started in the early 1990s. The traditional banks have invested hugely in human capital, infrastructure, technology and also remuneration packages. In summary, the early career job seekers' motivation to apply for jobs in banking institutions is not based on good corporate social responsibility performances. It is simply about good pay and good future career prospects.

The findings support the extant literature's claim that factors, such as career opportunities, work-life balance and working conditions are considered important for employees' wellbeing (Chiboiwa, Samuel, & Chipunza, 2010; Sturges & Guest, 2004; Wilson, Dejoy, Vandenberg, Richardson, & Mcgrath, 2004). Career development opportunities in particular have positive impacts on employees' retention and motivation to work hard to achieve the company's goal (W. Hassan, Razi, Qamar, Jaffir, & Suhail, 2013; Kinyili et al., 2015) and can also act as a channel to attract potential job applicants. Further, other studies also reveal that career development can create opportunities for advancement within the organization, and opportunities for training and skills development that enable the employees to stay competitive in the job market (Sageer, Rafat, & Agarwal, 2012; Tett & Meyer, 1993). Lack of personal growth and organizational cultural issues in the firms result in employees' dissatisfaction, which in turn leads to employees' intention to leave the firms (Ertas, 2015; MacIntosh & Doherty, 2010). Therefore, early career job seekers perceived good career development programs are important when they are seeking employment.

Another interesting finding from the focus group interviews was the intention of a small number of participants who would like to become entrepreneurs rather than job seekers. These participants were interested in owning an organization. They argued that becoming an entrepreneur is a noble job because it creates jobs for others rather than seeking jobs only for themselves. Furthermore, the participants also claimed that being a successful entrepreneur enables them to contribute positively to the country by paying income tax and also to society through charity activities, poverty alleviation, community empowerment, environmental protection and more without depending on the decision of management level for corporate socially responsible programs. As the owner of the business, the participants felt they would have full authority to execute programs that directly benefit the stakeholders such as community, customers, employees and even potential job applicants in the future. In addition, the reason behind the job choice of this small number of participants was the influence of family members, particularly the parents.

6.2.4 Research question 4

Do gender, religiosity, and the importance of corporate social responsibility to employees influence early career job seekers' intention to apply for jobs in Islamic and non-Islamic banks in Indonesia?

Hypothesis 4: The importance of corporate social responsibility to employees does not have a significant influence on early career job seeker's perception of corporate social responsibility of Islamic and non-Islamic banks in Indonesia.

H7: The importance of corporate social responsibility to employees does not have a significant influence on the attractiveness of Islamic and non-Islamic banks in Indonesia to early career job seekers.

H10: The importance of corporate social responsibility does not have a significant influence on early career job seekers' intention to apply for jobs in socially responsible of Islamic or non-Islamic banks in Indonesia.

The findings from the quantitative study show mixed results. The results reveal that the importance of corporate social responsibility to employees has a statistically significant influence on the attractiveness of Islamic and non-Islamic banks that exhibit good performance of corporate social responsibility. The results are consistent with several studies in organizational identity. According to organizational identity literature, employees perceive corporate social responsibility as a way of creating a good image for the organization and that can lead to the organizational attractiveness of the firm to employees (App, Merk, & Büttgen, 2012; Dutton, Dukerich, & Harquail, 1994; Lim et al.,

2015). Engaging actively in corporate socially responsible activities enables the firms to position themselves as good companies, which can have a positive impact on their employees. Furthermore, the firms with a positive image as a result of good corporate socially responsible behaviour can influence their attractiveness to potential job applicants (Albinger & Freeman, 2000; Backhaus et al., 2002; Dawkins et al., 2016; Greening & Turban, 2000).

The findings also reveal that the importance of corporate social responsibility has statistically influenced males and females early career job seeker's intention to apply to socially responsible banks in Indonesia. The findings are consistent with several studies that claim good corporate socially responsible performance (CSR reputation) can influence potential job applicants' attraction (Greening & Turban, 2000; S.-Y. Kim & H. Park, 2011; Story et al., 2016) and pursuit of their intention to apply for jobs (Aiman-Smith et al., 2001; Lin et al., 2012; Tsai et al., 2014). Both male and female early career job seekers in Indonesia were aware of the importance of the firm pursuing the social values, good work place practices, environment protection and other relevant activities of social responsibility that may influence their job decision choice (Leveson & Joiner, 2014; Tsai et al., 2014). Therefore, it is not surprising if male and female early career job seekers from the different universities in Indonesia were interested to apply for job in the banks that have a good record of corporate social responsibility performances.

However, some of the male and female early career job seekers from both types of universities were not interested to apply or to work in socially responsible organizations such as banks, despite the importance of corporate social responsibility. One of the possible reasons to justify the insignificant relationship between gender, the importance of corporate social responsibility and employment (attractiveness and intention to apply) is that most early job seekers in Indonesia are seeking permanent and secure jobs without considering corporate social responsibility as an important factor in their job aspirations. This condition can be understood, as most early career job seekers in Indonesia come from low economic backgrounds. Most of them are struggling to fulfil their basic daily needs such as food and transportation. The results are consistent with previous studies which claim that high cost of living, high cost of education and tough competition in the job market have made job applicants consider financial remuneration a priority rather than corporate social responsibility (Leveson & Joiner, 2014). Similarly, other studies also found that early career job seekers from millennial generations are more likely to be influenced by economic rewards and good salary as the major career expectations when seeking employment and not by social values (Ng et al., 2010; Twenge, Campbell, Hoffman, & Lance, 2010).

The findings of the qualitative study also indicate that corporate social responsibility is an important factor. Based on the findings obtained from focus group interviews, both male and female early career job seekers perceived corporate social responsibility as an important aspect. Furthermore, they also perceived corporate social responsibility as an element of attractiveness for potential job seekers and networking in the future. The aspect of networking and attractiveness are relevant to the key business practices adopted from Spiller (2000) ethical business model. Both male and female early career job seekers argued that networking is an important aspect when seeking employment in Indonesia. Early career job seekers believed that good networking in the workplace can create a better workplace environment for all employees and encourages the employees to work together to achieve the company's objective, including supporting the company's socially responsible programs.

Early career job seekers (participants) also agreed that good socially responsible firms can attract potential employees to work for them. Empirical studies have shown that corporate social responsibility can attract potential employees to work (Albinger & Freeman, 2000; Dawkins et al., 2016; Greening & Turban, 2000). Furthermore, the early career job seekers also understood that corporate social responsibility has a positive impact on stakeholders at large, such as community, government, customers, employees, and the environment. This finding is consistent with the extant literature. Previous studies show that there are a number of factors that affect the attractiveness of an organization for potential job seekers in general. One of the factors is the organizational image or reputation, which can be in the form of good corporate citizenship, progressive labour practices, multicultural practices that support cultural activities, pro-environmental protection, and positive actions toward stakeholders (Aiman-Smith et al., 2001).

The participants (early career job seekers) agreed that firms should be ethical in their business operations, should abide by the law, and should contribute positively to the society and environment. Furthermore, the participants believed that the goal of firms is not mainly to create maximum profit but also to give something back positively to the stakeholders at large through corporate socially responsible activity. These positive actions enable the firms to build a positive image or good reputation with the wider stakeholders and gain positive feedback in return (Adetunji & Ogbonna, 2013; Aiman-Smith et al., 2001). The findings support the importance of good corporate socially responsible performance that builds a good reputation, thereby attracting job applicants. The participants from the focus group interviews indicated that good corporate social responsibility performance conducted by banking institutions in Indonesia can be a factor of attractiveness for them when seeking employment opportunity. Furthermore, the participants were proud to work in the firms such as banks that have historically good reputations and are socially responsible to the society. In addition, the participants believed that a reputable company (not just for financial performance but

also for being socially responsible) can provide better working conditions, better pay and clear career prospects.

When job seekers are attracted to a firm and are willing to work there, the next step for them to do is to apply for the job offered. Intention to apply is a critical part in the job recruitment process (Tsai et al., 2014; Turban & Cable, 2003; Williamson et al., 2003). It determines the success of the whole process of job recruitment, starting from job advertisements, shortlisted candidates, interviews, and other relevant processes of recruitment. The success of the job recruitment process depends on the high volume of job applicants pursuing their intention to apply. The more applications received, the better for the firms because it shows that the firms are more attractive to potential employees.

Furthermore, firms, such as banks, may be able to employ highly skilled job seekers when there are more job applicants pursuing their intention to apply. In addition, a greater number of job applicant's pursuit of intention to apply leads to a stronger competitive advantage in the long-term (R.-T. Wang, 2013). Generally, researchers define job pursuit as the step of pursuing job opportunities by job applicants from specific companies in the future (Aiman-Smith et al., 2001; Tsai et al., 2014) with the outcome of job seekers' determination level to apply for a job through a recruitment process and accept it without any commitment (Rynes et al., 1991).

6.3 Research Implications

6.3.1 Theoretical implications

There are several studies that discuss corporate social responsibility, organizational attractiveness and the intention to apply of potential job applicants in literature (Gomes & Neves, 2011; Greening & Turban, 2000; S.-Y. Kim & H. Park, 2011; Story et al., 2016). These studies identify the impact of corporate social responsibility on business organization and how corporate social responsibility attracts future employees (job seekers) in developed countries. As the studies focus mostly on developed countries, the findings do not automatically fit with the context of developing countries such as Indonesia. This is because Indonesia has a unique culture and society and a different education system, languages, and economic and political system from other countries in the region. In addition, Indonesia is known as the largest Muslim country in the world. Based on the issues identified from previous studies and in relation to the context of Indonesia, this thesis developed four research questions as recorded in Chapter 1. From the findings, this thesis makes several significant contributions to the concept of corporate social responsibility.

First, the previous studies of corporate social responsibility have shown its positive impact on different areas of organization including organizational attractiveness and job applicants (Gomes &

Neves, 2011; Greening & Turban, 2000; S.-Y. Kim & H. Park, 2011; Story et al., 2016). However, most of the studies of corporate social responsibility mentioned above examined developed countries. There are also studies of corporate social responsibility focusing on banking institutions both conventional and Islamic banks, but most of the studies examined developed countries, the Middle East and at institutional levels (Alamer et al., 2015; Carnevale et al., 2012; Pérez & Del Bosque, 2012). This thesis is the first to examine perceptions of corporate social responsibility at the individual level, and in the context of a developing country, Indonesia, which has the largest Muslims population in the world. Furthermore, this thesis explored early career job seekers' perception on corporate social responsibility of Islamic and non-Islamic banks and their organizational attractiveness when seeking employment. The thesis reinforces the importance of context in the application of Western theories of corporate social responsibility in non-Western business environments. Further, it highlights the importance of intra-cultural difference, both within the Indonesian business environment and between Indonesian and Middle Eastern Islamic cultural frames.

This thesis concerns the impact of corporate social responsibility on organizational attractiveness of Islamic and non-Islamic banks to early career job seekers in Indonesia. This thesis focuses on the individual level (early career job seekers' perceptions), which addresses the call for more research at the individual level (Aguinis & Glavas, 2012, 2019). The findings of this thesis show that early career job seekers from Islamic and non-Islamic universities in Indonesia perceive no difference in the level of corporate social responsibility performed by Islamic and non-Islamic banks in Indonesia. Furthermore, both groups acknowledge that corporate socially responsible performance by Islamic and non-Islamic banks in Indonesia positively benefit not only the banks but also the stakeholders at large, such as the community, customers, the environment, and potential employees. Therefore, the findings make a significant theoretical contribution to the literature on corporate social responsibility and organizational attractiveness to potential job applicants through the focus on corporate social responsibility performed by Islamic and non-Islamic banks particularly in the context of Indonesia. A further contribution arises from using the lens of the impact on individual decision making of prospective employees, bringing a new lens from which to focus on corporate social responsibility actions.

Second, this thesis contributes to the human resources management literature through the examination of individual early career job seekers' perceptions (Jamali, El Dirani, & Harwood, 2015; Kiliç, Kuzey, & Uyar, 2015; Sarvaiya, Eweje, & Arrowsmith, 2018; Shen & Benson, 2016; Voegtlin & Greenwood, 2016). This thesis answers the call in the literature for study of corporate social responsibility at the individual level (Aguinis & Glavas, 2012, 2019). Aguinis and Glavas (2012) argue that most corporate social responsibility studies mainly focus at the organizational or

institutional level rather than the individual level. Individuals as part of stakeholders at large, play a significant role in the practice of corporate social responsibility. The findings of this thesis indicate that corporate socially responsible performance receives positive perception from potential employees, so it can be used as a recruitment strategy. Therefore, this thesis is important to the human resources management literature, particularly in the recruitment process.

Third, this thesis contributes to the literature of organizational attractiveness and job seeker's intention to apply through investigating early career job seekers' perceptions of Islamic and non-Islamic banks' corporate socially responsible performance in Indonesia. The study of organizational attractiveness, surprisingly, has received little attention within the business organization (Gomes & Neves, 2011). Many business organizations in the world do not fully recognize what constitutes their attractiveness to the outside society (Mortensen, 2012). The concept of attractiveness is relatively new, due to the difficulty of comprehending the concept and how it relates to business practices (Mortensen, 2012). In fact, organizational attractiveness is important because it can motivate the stakeholders, such as customers and potential employees, to engage and commit with the organization in the future (Mortensen, 2012).

Organizational attractiveness is one of the steps in the recruitment process and plays an important role in attracting potential employees. The importance of organizational attractiveness to the recruitment process has been investigated in the area of human resources management such as marketing. Furthermore, organizational attractiveness refers to the employer's strategic attempt to exploit its strengths (Gomes & Neves, 2011), to promote a positive brand through the firm's values and behaviours (Luce et al., 2001), image and reputation (Berthon et al., 2005; Lievens & Highhouse, 2003), in order to attract job applicants. The findings of this thesis are mixed. Some of early career job seekers from different universities in Indonesia perceived organizational attractiveness of Islamic and non-Islamic banks is related to their corporate socially responsible performance, which is important for them when seeking employment there. Other early career job seekers, however, express no interest in the attractiveness of Islamic and non-Islamic banks based on their performance of corporate social responsibility. The findings of this thesis are important to literature on organizational attractiveness despite the mixed results.

Fourth, this thesis also discusses the role of job pursuit intention as the next step following organizational attractiveness in the recruitment process. Previous studies have explored three main types of job seekers' intentions in the recruitment process (Gomes & Neves, 2011; Porter, Cordon, & Barber, 2004). They are: 1) intention to apply for a job vacancy, 2) intention to pursue a job, and 3) intentions to accept a job. In the literature, job pursuit/intention to apply is a strong variable of

behaviour in the recruitment process and it is critical to understand the job seeker's choice (Barber & Roehling, 1993; Gomes & Neves, 2011). Furthermore, intention to apply is closely related to organizational attractiveness and has become a focus of researchers in investigating and understanding the rationale behind job applicants' choices (Gomes & Neves, 2011; Saini, Rai, & Chaudhary, 2014). The findings of this thesis suggest that the majority of early career job seekers would pursue their intention to apply and work for an organization if they could have better salary offer and good career development programs regardless of whether the firm is socially responsible or not. These findings are important as they are not covered in the variables measured, but they contribute significantly to the literature on job characteristics and organizational attributes, which are closely related to job pursuit intention.

6.3.2 Methodological implications

This thesis adopted mixed method research-concurrent triangulation (Creswell, 2014; Creswell et al., 2003). The concurrent triangulation methods approach used in this thesis combines the qualitative and quantitative data collection processes. Interestingly, most studies of corporate social responsibility take a quantitative approach (Unerman, 2000) and a few take a combined qualitative and quantitative approach. Similarly, Aguinis and Glavas (2012) also argue that only 11% of the articles in the 17 journals they reviewed used a qualitative approach and the remaining were quantitative. Combining quantitative and qualitative approaches in a study of corporate social responsibility can enrich its results and insights.

This thesis examined corporate social responsibility as a form of attractiveness in banking institutions for early career job seekers in Indonesia. The topic has not been investigated in Indonesia previously. Most of the studies of corporate social responsibility in relation to organizational attractiveness as shown in literature were developed based on Western perspectives (Albinger & Freeman, 2000; Gomes & Neves, 2011; Greening & Turban, 2000; D. A. Jones, Wilness, & Macneill, 2009). Therefore, implementing a mixed-methods research provides a better understanding about corporate social responsibility as a means of attractiveness to early career job seekers when seeking employment in Islamic or non-Islamic banks in Indonesia.

6.3.3 Practical implications

This thesis investigated a topic that has become important in the last few decades, which is corporate social responsibility. The findings provide practical guidance and outcomes that can be useful to Islamic and non-Islamic banks in Indonesia, higher academic institutions and human resource management practitioners. This thesis aimed to raise the awareness of early career job seekers toward the importance of corporate socially responsible performance by Islamic and non-Islamic banks in

Indonesia to the stakeholders at large. Furthermore, the thesis aimed to encourage early career job seekers to consider corporate socially responsible performance as an element of organizational attractiveness when seeking employment in banking institutions in Indonesia.

This thesis provides several practical implications for human resources management. The results reveal that early career job seekers who perceive corporate social responsibility as an important factor for business organizations, are not necessarily attracted by this factor when seeking employment. Early career job seekers perceived factors such as a good salary and good career development programs as more important when seeking employment opportunity in the job market including banking institutions in Indonesia. Consequently, the findings should be treated as a lesson for human resources management practitioners in banking institutions. They need to design and formulate effective strategies to encourage early career job seekers to apply and work in the banks based on corporate socially responsible performance in banking institutions (both Islamic and non-Islamic banks) in Indonesia.

The early career job seekers had a strong positive perception toward the importance of corporate social responsibility to stakeholders, although the majority of these early career job seekers had work experience of less than a year. This finding shows that early career job seekers from the selected universities in Indonesia have adequate knowledge and experience about corporate socially responsible practices, particularly in banking institutions in Indonesia. Early career job seekers acknowledged that banking institutions in Indonesia are not just focusing on their profit maximization but are also being ethical in their business practices through corporate socially responsible performance. As the practice of corporate social responsibility and related study programs are relatively new in Indonesia, this is an opportunity for higher academic institutions in Indonesia to promote and improve knowledge of corporate social responsibility through formal topic courses in all Indonesian universities.

The thesis reveals that most of both male and female early career job seekers from Islamic and non-Islamic universities in Indonesia are Muslims. However, there is no significant difference in the level of perception of corporate socially responsible practices in Islamic and non-Islamic banks in Indonesia regardless of the religiousness of early career job seekers. Both religious male and female early career job seekers argued that corporate socially responsible programs performed by Islamic banks in Indonesia are similar to non-Islamic banks. Both types of banks actively support the society through poverty alleviation programs, education scholarships, environmental protection, blood donations, community support events, university students' event sponsorships, school, and hospital rehabilitation programs etc.

However, a couple of participants from Islamic universities had different opinions. They argued that Islamic banks' corporate socially responsible programs are based on the principles of Islam, which are recorded in the Qur'an (revelation from Allah SWT, the God Almighty), and the practices of the Prophet Muhammad SAW (PBUH). The principles order the rich to help the poor in any form of good deed and this also applies to business entities to pursue justice, fairness, compassion, and transparency. Further, the principles teach Muslims, or any institution associated with Islam to perform good deeds for the sake of Allah SWT. It means that Muslims and Islamic organizations only expect a reward from Allah SWT, the God Almighty. On the other hand, general firms (non-Islamic organizations) perform corporate socially responsible activities to gain positive feedback from stakeholders that in return will increase the firms' reputation. These participants concluded that Islamic banks' corporate socially responsible performances are more genuine than non-Islamic banks.

This thesis also contributes positively to both Islamic and non-Islamic banks in Indonesia. Generally, the recruitment process of banking institutions in Indonesia is implemented through job advertising in different media. However, most job advertisements do not address the important message of being socially responsible to stakeholders. Mostly the job advertisements provide information about job position and criteria, career path and the remuneration package and other attractive information (Lievens et al., 2005; Van Hove & Saks, 2011). Only a few job advertisements provide the information about a bank's socially responsible activity to stakeholders at large. Although the finding shows that only a small number of participants consider corporate social responsibility as a driving factor that motivates them to apply and work in socially responsible banks when seeking employment, most early career job seekers agreed that corporate socially responsible performance is important because it benefits not only the firms but also the stakeholders. In the long-term, it can determine the success of the business organization (Salvioni & Gennari, 2017; Zaharia, 2011).

Bank management boards should realise that recruiting talented job applicants always creates challenges and more often the banks do not get the best potential employees. One of the possible reasons is that banks face tough competition during the recruitment process. Further, the majority of banks might offer the same incentives, such as good salary and good career prospects, because the human resources management believe that these incentives can influence job seekers' intentions to apply and work within the organization (Cable & Graham, 2000; Weng & McElroy, 2012). However, due to the high level of competition in the recruitment process, it is not an easy task to attract job applicants in the job market. Therefore, it is important for both Islamic and non-Islamic banks in Indonesia to find an alternative way of attracting job seekers that distinguishes them from competitors. One of the possible solutions is by promoting their corporate socially responsible performance in the job advertisements. Early career job seekers might consider banks with good

offers of salary pay, good career development programs and being socially responsible to stakeholders at large as a good place to work.

6.4 Limitations of the Thesis and Directions for Further Research

This thesis has several limitations related to the knowledge of corporate social responsibility, its impact, its measurement, and the time frame. However, those limitations create opportunities for future research. The limitations are discussed in detail in this section.

First, this thesis did not cover all models and all positive impacts of corporate social responsibility from the literature. This thesis only adopted the ethical business model proposed by Spiller (2000) and focused on the impact of corporate social responsibility on organizational attractiveness to potential job applicants (Gomes & Neves, 2011; Greening & Turban, 2000; S. Kim & H. Park, 2011). This thesis adopted only four of the six main stakeholder groups and some key business practices of corporate social responsibility from the Spiller model (2000). The four main groups of stakeholders used in this thesis are community, environment, customers, and employees. The variables adopted from the Spiller model were analysed using the template analysis (N King, 2012). For the organizational attractiveness variable, this thesis only adopted the measurement instrument proposed by Highhouse et al. (2003). Future explorations could extend beyond this scope, by adding more variables from the Spiller (2000) model such as shareholders and suppliers, and also other stakeholders that are influenced positively by corporate socially responsible performance.

Second, some of the results in the quantitative study did not support the proposed hypotheses. Some of the reasons for this may be too few independent variables tested toward dependent variables, the small number of universities involved in the survey, the excessive length of questionnaires that might have discouraged the participants from answering all the questions, the analysis techniques used for testing the data, and time and budget constraints. This thesis proposed four research questions and ten hypotheses. However, only half of the questions and hypotheses achieved the expected results. Further, the coefficient of R^2 values in regression analysis were generally low. Previous studies indicate that low values of R^2 are normal in the regression model (Taylor & Asmundson, 2008; Veerasamy et al., 2011). Therefore, to achieve better results and make better contribution, future studies should test more variables, with a bigger sample size, using more statistical tools, taking a longer period for data collection, and having a flexible budget allocation.

Third, this thesis only used a single technique of analysis for the qualitative data obtained from focus group interviews. The thesis adopted the template analysis model developed by N King (2012). The template model has been widely used in the last decade in social science literature. This thesis did not

explore all possible variables that could influence the perceptions of early career job seekers about corporate social responsibility in Islamic and non-Islamic banks and their attractiveness to early career job seekers in applying for a job in banking when seeking employment. The focus group interview results revealed that most early career job seekers agreed that corporate social responsibility was important but did not influence them to apply and work in a socially responsible organization. Interestingly, focus group interviews also revealed the variables of good salary and good career prospects as the most influential factor for early career job seekers when seeking employment (Aguinis et al., 2012; O'Boyle Jr & Aguinis, 2012).

The variables of good salary and good career development programs were not tested in this thesis. However, 99% of participants in the focus group interviews claim that salary and good career prospect are very important aspects for them when seeking employment. Early career job seekers from different universities in Indonesia argued that salary and good career prospects could assist them to lift their social status and acquire better material possessions in their lives. This finding is consistent with previous studies that indicate a good salary (Lievens et al., 2001; Long & Shields, 2010) and good career development programs (Robbins & Coulter, 2007; Strauss, Griffin, & Parker, 2012; Weng & McElroy, 2012) positively affect the motivation of job applicants to apply and work within the organization. Therefore, future study should consider the variable of good salary and good career prospects and possibly other variables to be included for better outcomes.

Another limitation of this thesis is that researcher did not consider the aspect of explicit and implicit corporate social responsibility in relation to job advertisements in Study One -. Previous studies of explicit and implicit corporate social responsibility have shown their impact on business organizations (Matten & Moon, 2008). Matten and Moon (2008) found corporations that communicate their social responsibility activities explicitly received positive feedback from stakeholders compared to implicit corporate social responsibility. They showed that companies in US were recognised through their social responsibility activities to a greater degree than their counterparts in Europe. This is because US companies explicitly communicate their corporate social responsibility unlike companies from Europe. Therefore, explicit and implicit corporate social responsibility can be considered as one of the important factors for further research in relation to early career job seeker's perception towards corporate social responsibility and organizational attractiveness in banking institutions in Indonesia.

6.5 Recommendations to Policy Makers

The thesis findings provide an opportunity for policy makers in Islamic and non-Islamic banks' human resources management practices to promote corporate socially responsible performance in

their recruitment process. Several interesting ideas occurred during the research that could be worth investigating further.

First, this thesis makes a positive recommendation to higher education institutions in Indonesia to offer corporate social responsibility as a formal topic course. Although the findings from the quantitative study reveal that there is no major difference in the level of perception of corporate social responsibility between early career job seekers from Islamic university and non-Islamic university in Indonesia, they exhibit excellent understanding about the concept and practices of corporate social responsibility. Early career job seekers perceive corporate social responsibility as an important factor for the sustainability of the firm (Bansal & DesJardine, 2014). Furthermore, corporate socially responsible practices are relatively new in Indonesia, so the government needs to increase stakeholders' participation. Both Islamic and non-Islamic universities can take part by offering the topic of corporate social responsibility to their students.

Second, the findings obtained from this thesis inform both Islamic and non-Islamic banks' human resources management practices in the recruitment process. With the tough competition to recruit talented applicants to work in banking institutions and the perception of good salary and good career prospects as the influential factor in job applications, there is an opportunity to promote socially responsible activities to job seekers other than merely good salary and career. This strategy can distinguish the firm or the bank from other competitors in the recruitment process. Previous studies show that socially responsible firms receive positive feedback from both internal and external stakeholders. Further, being socially responsible enhances a firm's reputation, which in turn may attract future job seekers (Greening & Turban, 2000; S.-Y. Kim & H. Park, 2011; Lis, 2012). Therefore, Islamic, and non-Islamic banks' human resources management should proactively promote their corporate socially responsible activities and include them in the recruitment process.

6.6 Conclusion

Corporate social responsibility has become a global phenomenon in the last few decades and positively influences organizations and potential employees (Aguilera et al., 2007; Aguinis & Glavas, 2012; Carroll, 1991; Greening & Turban, 2000). This thesis has uncovered early career job seekers' perceptions of corporate social responsibility and the organizational attractiveness of Islamic and non-Islamic banks in Indonesia. It is exciting research because it has not been investigated in the Indonesian banking sector previously. This thesis provides a theoretical construct about the practice of corporate social responsibility in both Islamic and non-Islamic banks in Indonesia. Further, this thesis has filled the gap in the literature about corporate social responsibility, organizational

attractiveness of Islamic and non-Islamic banks and human resources management, particularly in the context of Indonesia.

As the backbone of economies and societies, Islamic and non-Islamic banks play very important roles in the development of Indonesia, including human capital. However, attracting and retaining highly skilled potential employees have become major challenges for banks in Indonesia in the last decade. High quality human resources are important and essential in banking institutions to remain competitive today and in the future. Most banks in Indonesia in general use job advertisements in their recruitment process and provide information about the position and reward offered. There is little evidence that banks provide additional information in their job advertisements such as the bank's socially responsible performance for stakeholders at large to attract potential job applicants. Although the results of this thesis indicate that early career job seekers do not consider corporate social responsibility as a top preference when seeking employment, most of them agreed that corporate social responsibility is an important aspect for a business organization and its sustainability. So, there is an opportunity in the future for banking institutions in Indonesia to promote their socially responsible actions when recruiting job seekers.

Finally, this thesis also provides important information about the growing concern of early career job seekers in Indonesia about corporate socially responsible practices and how business organizations such as banks become involved actively in socially responsible programs. They argue that banks should not just focus on maximizing their shareholders' wealth and profit, but need also to consider other bottom lines, such as people and environment. The valuable discussion during the focus group interviews has given clear future direction for banking institutions to be socially responsible to stakeholders at large. The discussion may also have encouraged early career job seekers to consider socially responsible banking institutions as attractive places to work.

Appendices

Appendix 1. Survey

PART ONE

Information about you

In this part, we would like to ask you some questions about yourself. Please give your answer to the following questions by ticking the options available.

REMEMBER, ANSWERING THESE QUESTIONS IS VOLUNTARY

1. How old are you?	1. 20-22 2. 22-23 3. 23-24 4. 25-26 5. 26 years +
2. What is your gender?	1. Female 2. Male
3. How long have you been in your current job?	1. Less than 1 month 2. Less than 6 months 3. 6 months to 1 year 4. 1 - 2 years 5. 2 years +
4. What is your highest academic qualification?	1. High school student 2. Diploma degree 3. Bachelor's degree 4. Master's degree 5. PhD degree
5. What is the name of your academic institution? _____ _____ _____	
6. What is your field of study? _____ _____ _____	
7. What is the first language used in your academic institution?	1. Indonesia language 2. English language 3. German language 4. Spanish language 5. Japanese language

PART TWO

Information about your religious values, attitude towards money, and CSR influence on organizational commitment

The following questions relate to your attitudes toward religion, money, and CSR's influence on organizational commitment. There are no 'right' or 'wrong' answers. We seek your opinion. Please indicate your response by circling the number in the column for each statement.

REMEMBER, ANSWERING THESE QUESTIONS IS VOLUNTARY

Section 1A

1. What is your religion?	1. Islam 2. Buddhism 3. Hinduism 4. Catholic 5. Judaism
2. How religious are you in your daily life?	1. Not religious at all 2. Less religious 3. Do not know 4. Religious 5. Very religious

Section 1B

How much do you agree or disagree with the following statements?		Extremely disagree	Disagree	Neutral	Agree	Extremely agree
1	I enjoy learning about my religion	1	2	3	4	5
2	It does not matter what my religion is as long as I am good to everybody	1	2	3	4	5
3	It is very important for me to spend time in private thought and prayer	1	2	3	4	5
4	I believe God does exist	1	2	3	4	5
5	I try hard to live all my life based on my religious belief	1	2	3	4	5
6	Although I am religious person, however, I do not let it affect my daily life	1	2	3	4	5
7	My all approach to life is based on my religion	1	2	3	4	5
8	Although I believe in my religion, many other things are important in life	1	2	3	4	5
9	I go to religious service or centre because it helps me to make friends	1	2	3	4	5
10	I pray to God mainly to gain relief and protection	1	2	3	4	5
11	What my religion gives me most is the comfort in times of sorrow and trouble	1	2	3	4	5
12	I pray to gain peace and happiness	1	2	3	4	5
13	I go to religious place with my family to seek better feeling	1	2	3	4	5
14	I go to religious place in order to strengthen the relationship among other believers	1	2	3	4	5

Section 2 – the importance of CSR to employees

How much do you agree or disagree with the following statements?		Extremel y disagree	Disagree	Neutral	Agree	Extremel y agree
1	Being socially responsible is the most important thing a firm can do	1	2	3	4	5
2	Social responsibility of a firm is essential to its long-term profitability	1	2	3	4	5
3	The overall effectiveness of a business can be determined to a great extent by the degree to which it is socially responsible	1	2	3	4	5
4	Social responsibility is critical to the survival of a business enterprise	1	2	3	4	5
5	Business has a social responsibility beyond making profit	1	2	3	4	5

PART THREE

Information about job advertisements

In this part, you are asked to read four job advertisements, and then rate banks in each advertisement on their **Corporate Social Responsibility, Motives, Organizational Attractiveness** and how likely it is that **you would apply for a job** at that bank. There are no 'right' or 'wrong' answers.

REMEMBER, ANSWERING THESE QUESTIONS IS VOLUNTARY

Job Advertisements' 1 – Non-Islamic bank

INDONESIA Investment Bank *working together with the community*

GRADUATE DEVELOPMENT PROGRAM BANKING OFFICER

Indonesia Investment Bank Inc. (IIB) has a long history of success which is not just about financial performance but also its excellent contribution to the community through corporate social responsibility in *education and training for youth, healthcare, charities, wildlife protection, and others.*

To maintain its outstanding reputation, currently the bank is seeking a highly professional individual to join the team as a:

Graduate Development Program Banking Officer (GDPBO)

It is 12 months job training program which aims to equip the graduate with multiple skills in banking business. This role is considered as a pathway to create a strong leadership commitment to the business and also being socially responsible in the long term. The graduate development program banking officer should be able to deliver:

- Honesty, positive attitude, strong leadership's skills, innovative, and caring.
- Strong motivation and commitment to the business institution and community.
- Key initiatives plan for jobs effectiveness and efficiency.

To be successful in this position, the candidate should meet the selection criteria of:

- Excellent communication skills both written and verbal
- Graduate from reputable university, domestic or international
- Willing to work in any branch of the bank in Indonesia

The application along with the cover letter should be addressed to www.iib.co.id with no later than 31 December 2015. Only shortlisted candidate will be notified.

Banking Awards 2013
Education & Training for
Young generations

Indonesian Ministry of
Health Awards 2012
Immunisation for all

International Awards
for Human Appeal
2013

WWF 2013 Save
the White Tiger

Section 1A – Corporate Social Responsibility

How much do you agree or disagree with the following statements?		Extremely disagree	Disagree	Neutral	Agree	Extremely agree
1	Our company makes investment to create a better life for future generations	1	2	3	4	5
2	Our company implements special programs to minimize its negative impact on the natural environment	1	2	3	4	5
3	Our company targets sustainable growth which considers future generations	1	2	3	4	5
4	Our company supports non-governmental organizations working in problematic areas	1	2	3	4	5
5	Our company contributes to campaigns and projects that promote the well-being of the society	1	2	3	4	5
6	Our company encourages its employees to participate in voluntary activities	1	2	3	4	5
7	Our company policies encourage the employees to develop their skills and careers	1	2	3	4	5
8	Our company supports employees who want to acquire additional education	1	2	3	4	5
9	Our company provides full and accurate information about its products to its customers	1	2	3	4	5
10	Our company complies with legal regulations completely and promptly	1	2	3	4	5

Section 1B – Organizational Attractiveness

How much do you agree or disagree with the following statements?		Extremely disagree	Disagree	Neutral	Agree	Extremely agree
1	For me, this company would be a good place to work	1	2	3	4	5
2	I would not be interested in this company except as a last resort	1	2	3	4	5
3	This company is an attractive to me as a place for employment	1	2	3	4	5
4	I am interested in learning more about this company	1	2	3	4	5
5	A job at this company is very appealing to me	1	2	3	4	5

Section 1C – Intent to Apply

How much do you agree or disagree with the following statements?		Extremely	Disagree	Neutral	Agree	Extremely
1	I would accept a job offer from this company	1	2	3	4	5
2	I would make this company one of my first choices as an employer	1	2	3	4	5
3	If this company invited me for a job interview, I would go	1	2	3	4	5
4	I would exert a great deal of effort to work for this company	1	2	3	4	5
5	I would recommend this company to a friend looking for a job	1	2	3	4	5

Indonesia Shari'ahh Bank *Caring for all*

GRADUATE DEVELOPMENT PROGRAM BANKING OFFICER

Indonesia Syariah Bank (ISB) is the oldest and the leading of Islamic bank in Indonesia. It has a strong business performance in the last decade as well as excellent contribution to its stakeholders both internally and externally. The bank is actively involved in *distributing zakat to the poorer, planting the trees in the forest, blood donor activities, sponsoring sports competition for young generations*, and others.

Due to the expand of the business and the need to maintain the positive image of the bank, then Indonesia Syariah bank is seeking a talented professional individual to join its team as a:

Graduate Development Program Banking Officer (GDPBO)

The main objective of this 12 months job training program is to provide the graduates with multiple skills and knowledge about Islamic bank so they can be a professional banker in Islamic finance and also enthusiastically contribute to the society.

The graduate development program banking officer should be able to possess:

- Honesty, positive attitude, strong leadership's skills, innovative, and caring.
- Strong motivation and commitment to the business institution and community.
- Key initiatives plan for jobs effectiveness and efficiency.

To be successful in this position, the candidate should meet the following criteria of:

- Excellent communication skills both written and verbal
- Graduate from reputable university, domestic or international
- Willing to work in any branch of the bank in Indonesia

The application along with the cover letter should be sent to www.isb.co.id with no later than 31 December 2015. Only shortlisted candidate will be notified.

Islamic Banking Awards

ZAKAT DISTRIBUTION

2013

Indonesia Red Cross

Awards 2013

**Indonesia Ministry of
Forest Awards 2012 10,000
trees**

**Indonesian Football Association
Awards 2012 School Soccer
Competition**

Section 1A – Corporate Social Responsibility

How much do you agree or disagree with the following statements?		Extremel	Disagree	Neutral	Agree	Extremel
1	Our company makes investment to create a better life for future generations	1	2	3	4	5
2	Our company implements special programs to minimize its negative impact on the natural environment	1	2	3	4	5
3	Our company targets sustainable growth which considers future generations	1	2	3	4	5
4	Our company supports non-governmental organizations working in problematic areas	1	2	3	4	5
5	Our company contributes to campaigns and projects that promote the well-being of the society	1	2	3	4	5
6	Our company encourages its employees to participate in voluntary activities	1	2	3	4	5
7	Our company policies encourage the employees to develop their skills and careers	1	2	3	4	5
8	Our company supports employees who want to acquire additional education	1	2	3	4	5
9	Our company provides full and accurate information about its products to its customers	1	2	3	4	5
10	Our company complies with legal regulations completely and promptly	1	2	3	4	5

Section 1B – Organizational Attractiveness

How much do you agree or disagree with the following statements?		Extremely	Disagree	Neutral	Agree	Extremely
1	For me, this company would be a good place to work	1	2	3	4	5
2	I would not be interested in this company except as a last resort	1	2	3	4	5
3	This company is an attractive to me as a place for employment	1	2	3	4	5
4	I am interested in learning more about this company	1	2	3	4	5
5	A job at this company is very appealing to me	1	2	3	4	5

Section 1C – Intent to Apply

How much do you agree or disagree with the following statements?		Extremely	Disagree	Neutral	Agree	Extremely
1	I would accept a job offer from this company	1	2	3	4	5
2	I would make this company one of my first choices as an employer	1	2	3	4	5
3	If this company invited me for a job interview, I would go	1	2	3	4	5
4	I would exert a great deal of effort to work for this company	1	2	3	4	5
5	I would recommend this company to a friend looking for a job	1	2	3	4	5

DIAMOND BANK Inc. *Your career starts here*

GRADUATE DEVELOPMENT PROGRAM BANKING OFFICER

Diamond bank is outstanding achievers in Indonesian banking industry with the total assets increased 100 percent for the financial year 2013. The Diamond bank is also proudly to book a record of net profit continuously in the last three years. Diamond bank Inc. is the right place to start your career.

Due to the rapid growth of the banking business, currently we are looking the right individual to join our team as a:

Graduate Development Program Banking Officer (GDPBO)

This position is a 12-month job training program with the purpose of providing the graduates a comprehensive skills and knowledge of banking institution. The candidate should be able to possess:

- Honesty, positive attitude, strong leadership's skills, innovative, and caring.
- Strong motivation and commitment to the business institution and community.
- Key initiatives plan for jobs effectiveness and efficiency.

To be successful in this position, the candidate should have the following criteria:

- Excellent communication skills both written and verbal
- Graduate from reputable university, domestic or international
- Willing to work in any branch of the bank in Indonesia

The application along with the cover letter should be addressed to www.diamondbank.co.id with no later than 31 December 2015. Only shortlisted candidate will be notified.

Our Bank knows your need and wants. Our bank provides excellent education and training programs and facilities for employee development career path, excellent remuneration package to the right person, and clear career path from the entry level to the highest position.

Join us and feel the difference working with Diamond Bank Inc

Section 1A – Corporate Social Responsibility

How much do you agree or disagree with the following statements?		Extremely disagree	Disagree	Neutral	Agree	Extremely agree
1	Our company makes investment to create a better life for future generations	1	2	3	4	5
2	Our company implements special programs to minimize its negative impact on the natural environment	1	2	3	4	5
3	Our company targets sustainable growth which considers future generations	1	2	3	4	5
4	Our company supports non-governmental organizations working in problematic areas	1	2	3	4	5
5	Our company contributes to campaigns and projects that promote the well-being of the society	1	2	3	4	5
6	Our company encourages its employees to participate in voluntary activities	1	2	3	4	5
7	Our company policies encourage the employees to develop their skills and careers	1	2	3	4	5
8	Our company supports employees who want to acquire additional education	1	2	3	4	5
9	Our company provides full and accurate information about its products to its customers	1	2	3	4	5
10	Our company complies with legal regulations completely and promptly	1	2	3	4	5

Section 1B – Organizational Attractiveness

How much do you agree or disagree with the following statements?		Extremely disagree	Disagree	Neutral	Agree	Extremely agree
1	For me, this company would be a good place to work	1	2	3	4	5
2	I would not be interested in this company except as a last resort	1	2	3	4	5
3	This company is an attractive to me as a place for employment	1	2	3	4	5
4	I am interested in learning more about this company	1	2	3	4	5
5	A job at this company is very appealing to me	1	2	3	4	5

Section 1C – Intent to Apply

How much do you agree or disagree with the following statements?		Extremely disagree	Disagree	Neutral	Agree	Extremely agree
1	I would accept a job offer from this company	1	2	3	4	5
2	I would make this company one of my first choices as an employer	1	2	3	4	5
3	If this company invited me for a job interview, I would go	1	2	3	4	5
4	I would exert a great deal of effort to work for this company	1	2	3	4	5
5	I would recommend this company to a friend looking for a job	1	2	3	4	5

Indonesia Murabahah Bank *secured and halal*

GRADUATE DEVELOPMENT PROGRAM BANKING OFFICER

Indonesia Murabahah Bank (IMB) is an outstanding Islamic bank that provides various products and services based on Islamic principles. It is secure and halal. The IMB realizes the importance of the human capital to the organization; therefore, IMB invests much on the development and training programs and career promotions for their employees.

As the business banking is growing significantly today, then the bank is currently seeking a highly professional individual to join the institution as a:

Graduate Development Program Banking Officer (GDPBO)

This position is a 12-month job training program that will provide various skills and knowledge of Islamic finance to the graduates. The aim of the program is to prepare the future leader of the Indonesia Murabahah bank.

This role is considered as an entry level for the graduates. The candidates should be able to deliver:

- Honesty, positive attitude, strong leadership's skills, innovative, and caring.
- Strong motivation and commitment to the business institution and community.
- Key initiatives plan for jobs effectiveness and efficiency.

To be successful in this position, the candidate should meet the selection criteria of:

- Excellent communication skills both written and verbal
- Graduate from reputable university, domestic or international
- Willing to work in any branch of the bank in Indonesia

The application along with the cover letter should be addressed to www.imb.co.id with no later than 31 December 2015. Only shortlisted candidate will be notified.

Indonesia Murabahah Banks secure your future career, that is our commitment

Section 1A – Corporate Social Responsibility

How much do you agree or disagree with the following statements?		Extremely disagree	Disagree	Neutral	Agree	Extremely agree
1	Our company makes investment to create a better life for future generations	1	2	3	4	5
2	Our company implements special programs to minimize its negative impact on the natural environment	1	2	3	4	5
3	Our company targets sustainable growth which considers future generations	1	2	3	4	5
4	Our company supports non-governmental organizations working in problematic areas	1	2	3	4	5
5	Our company contributes to campaigns and projects that promote the well-being of the society	1	2	3	4	5
6	Our company encourages its employees to participate in voluntary activities	1	2	3	4	5
7	Our company policies encourage the employees to develop their skills and careers	1	2	3	4	5
8	Our company supports employees who want to acquire additional education	1	2	3	4	5
9	Our company provides full and accurate information about its products to its customers	1	2	3	4	5
10	Our company complies with legal regulations completely and promptly	1	2	3	4	5

Section 1B – Organizational Attractiveness

How much do you agree or disagree with the following statements?		Extremely disagree	Disagree	Neutral	Agree	Extremely agree
1	For me, this company would be a good place to work	1	2	3	4	5
2	I would not be interested in this company except as a last resort	1	2	3	4	5
3	This company is an attractive to me as a place for employment	1	2	3	4	5
4	I am interested in learning more about this company	1	2	3	4	5
5	A job at this company is very appealing to me	1	2	3	4	5

Section 1C – Intent to Apply

How much do you agree or disagree with the following statements?		Extremely disagree	Disagree	Neutral	Agree	Extremely agree
1	I would accept a job offer from this company	1	2	3	4	5
2	I would make this company one of my first choices as an employer	1	2	3	4	5
3	If this company invited me for a job interview, I would go	1	2	3	4	5
4	I would exert a great deal of effort to work for this company	1	2	3	4	5
5	I would recommend this company to a friend looking for a job	1	2	3	4	5

Appendix 2. Focus group interview questions

<p>1. General questions</p>	<ol style="list-style-type: none"> 1. Has anyone had working experience? 2. What is your role in the company? 3. Are you still working now? 4. Are you happy with your work? 5. Are you going to work in the long term?
<p>2. Corporate Social Responsibility (CSR)</p>	<ol style="list-style-type: none"> 1. Do you know about CSR? 2. Do you know about CSR practices in Islamic and non-Islamic banks in Indonesia? 3. Do you think CSR can attract potential employees to work in banking institutions in Indonesia? 4. How do you perceive a bank that is socially responsible?
<p>3. Organizational attractiveness and intention to apply</p>	<ol style="list-style-type: none"> 1. Are you interested to work in a bank that is socially responsible? 2. Will you pursue your intention to apply for job in a bank that is socially responsible? If not, do you have any reason? 3. Do you have a long-term commitment to work in a bank that is socially responsible?

Appendix 3. Thesis timeline

Process	Expected completion date
Refining the research topic	1 March 2014 – 30 September 2014
Preliminary literature review, developing research questions, and hypothesis	1 October 2014 – 31 March 2015
Research proposal (presentation)	1 April – 31 December 2015
Literature review (ongoing)	1 January 2016 – 31 December 2016
Data collection	June 2016 -31 December 2016
Data analysis and discussion	1 January 2017– 31 December 2017
Writing thesis Chapter 1 and 2	Completed 31 December 2018
Writing thesis Chapter 3 and 4	Completed 31 December 2018
Writing thesis Chapter 5 and 6	1 January-31 December 2019
Revision of full thesis and thesis submission	1 January-30 April 2020

Appendix 4. University Profiles

Non-Islamic University A

The non-Islamic university A was established in 1956. It is a public university and the biggest in the eastern part of Indonesia. The university has 14 faculties with postgraduate programs in most of the faculties. Several facilities are available on campus for stakeholders, such as digital classrooms, libraries, a research centre, laboratories, a sport centre, a recreation centre, and other infrastructures that support the process of teaching and learning as well as research and community services. The university currently has more than 30,000 students, with 1,030 academic staff, including 293 professors in different fields of study. In 2018, the university was awarded as a top 10 university in Indonesia. The university supports the local community, such as farmers and fishermen on how they can improve their production process, so their income increases.

Non-Islamic University B

The non-Islamic university B was established in 1849. It is also a public university with a modern, comprehensive, open-minded, multi-cultural, and humanist campus that covers a wide array of scientific disciplines. It represents the most experienced educational institution in Asia. In 2018, it was awarded the best university in Indonesia. It is also the largest university in Indonesia with more than 400,000 alumni, many of whom have become important policy makers, such as the former Indonesian Vice President, and a number of cabinet ministries. Currently, the university has 13 faculties, postgraduate programs and vocational programs with more than 45,000 students. Furthermore, there are 2,557 academic staff including 244 professors in different fields of study. The university is located in the capital city of Indonesia and is known as a green campus covering 320 hectares, 8 lakes with 75% of the area forestation. The beautiful condition of the campus is part of the university's commitment to preserving the natural environment for the benefit of the stakeholders at large.

Islamic University A

Islamic university A is a private university. Established in 1954, it is the oldest and the biggest Islamic private university in eastern part of Indonesia. This university not only focuses on religious aspects (Islam) but also knowledge that benefit all internal and external stakeholders. This is in line with the university's vision to bring education and religious aspects into the institutions that produce next generation of Muslims with noble characters, and professional and knowledgeable in Islam and other disciplines. This university has 14 faculties and 57 study programs, with more than 24,000 students, supported by more than 700 academic staff (52 professors) and a number of modern facilities. The

university has received excellent national accreditation from the Indonesian government as part of the requirements for quality improvement and services. The university has been actively involved in community development programs that benefit both internal and external stakeholders.

Islamic University B

Islamic university B was established in 1957 and located in the capital city of Indonesia (Jakarta). It is a public university and the largest Islamic university in Indonesia. The university promotes its mission as an institution of knowledge, a research centre that supports the practice of nation building and also as an institution that delivers social agendas to improve social wellbeing. Currently, the university has 12 faculties with more than 23,000 students, and 1,435 academic staff, and has produced more than 100,000 graduates. Many of the graduates have become Indonesian policy makers and successful businesspersons. In 2007, the university adopted the motto, 'knowledge, piety and integrity'. The university has an outstanding reputation in education performance and community development and has received a number of national and international awards. The university's social responsibility program is one of the three pillars of university, in addition to teaching and research.

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