This research is involved with 'Human Resource Development for Corporate Social Responsibility (HRD for CSR)' that is used by the researcher. HRD for CSR is probably a useful tool to enhance CSR of organizations. The author has considered that this tool could encourage employees to acquire knowledge, skills, and change attitude, particularly regarding developing a more conducive mindset. As a methodology for HRD for CSR, learning through Philanthropic CSR activity (HRD in CSR activity) is meaningful, especially, for the basic mind setting and creating employee with 'ethical behavior' that consists of discipline, sacrifice, harmony, morality, and gratitude.

The literature review discussed based on two key terms as HRD and CSR such as the relevance of HRD to learning, self-efficacy and behavior, the role of HRD, CSR along with the triple bottom line. Next discussion involved HRD for CSR and focused on HRD in CSR activity. To support this issue, the comparison of training and development methods was raised at this part. Ethical behavior as the optimal goal of this study was discussed in terms of the aspects of ethical behavior. The main concept and theory of this study were the four-level evaluation model of Donald Kirkpatrick and the social cognitive (SCT) and self-efficacy of Albert Bandura. Finally, the author found research gaps of HRD for CSR based on this literature.

This dissertation is a case study of four Thai local firms such as Asia Precision Co. Ltd., Baan Celadon, Chumphon Cabana Resort and Diving Center, and Xongdur Thai Organic Food Co. Ltd. The data was collected by interviews with managers and questionnaire surveys from managers and employees. Particularly as to questionnaire to employees, respondents were 178 persons who have already participated with HRD in CSR activity during December 2008 to November 2009.

The result of a qualitative study, the author constructed the prospective process for implementing HRD for CSR and found that the main driving factors of this process consisted of policy establishment, leadership, organizational structure and system, workplace, and employee and community participation. Three distinguishing processes are important that the author successfully incorporated CSR oriented components such as (1) preparing owners and employees to understand CSR concepts, (2) studying surrounding community and employees’ needs, and (3) establishing CSR policy and HRD for CSR policy of the firm. Additionally, the author was able to find the distinguishing management through the main driving factors and the prospective process for HRD for CSR of four Thai local firms.

In terms of a quantitative study, the findings of this dissertation revealed the significant contributions as followings;
(1) The relationship between individual characteristics and ethical learning were statistically-significant specifically between age, working year (with current firm) and working year (with other firms) and ethical learning (Knowledge, skill, attitude changes – KSA changes). The finding suggested that these variables could affect ethical learning through HRD in CSR activity.

(2) As to HRD in CSR activity evaluation, the finding revealed that participants agreed on management of HRD in CSR activity (level 1 reaction to HRD in CSR activity). In terms of level 2 ethical learning, there were no significant differences both before and after among three groups on seven items (knowledge of discipline, skills of discipline, skills of sacrifice and harmony, attitude of discipline, attitude of sacrifice and harmony, attitude of morality, and attitude of gratitude). Significant increases were seen in all three groups in terms of knowledge, skills, and attitudes that involved with seven items.

(3) A potential benefit from HRD in CSR activity should be continuously organized through being aware of learning congruence with employees’ needs and during low-demand order of customers (organized time).

(4) To explore the relationships between ethical learning and ethical behavior with mediation of specified self-efficacy, the current study is distinguished from previous studies by its investigation of the relationships of three variables above based on the four-level training evaluation model of Donald Kirkpatrick with the integration of the social cognitive theory (SCT) of Albert Bandura. Combined with other results, this study encouraged organizations to prepare and construct ‘ethical behavior’ through CSR activity. Finally, the major finding revealed that specified self-efficacy mediated the relationship between ethical learning (KSA changes) and ethical behavior. Furthermore, to support effective learning as Bandura (1989) mentioned, Moreover, general perception of ethical behavior has the influence on ethical learning.

The implications of the results of this dissertation are as following;

(1) Implications for academics, this study can claim to be the first enhanced understanding of social cognitive theory (SCT) and the four-level evaluation model through HRD in CSR activity. The empirical study of the relationship among ethical learning, specified self-efficacy, and ethical behavior is manifested in the model on HRD for CSR. The finding of specified self-efficacy as mediator is encouraged the four-level evaluation model more effective in terms of evaluating between level 2 learning and level 3 behavior through HRD in CSR activity.

(2) Implications for policy maker in Thai local firm, this model is able to apply for Thai local firms, particularly in Thai local firms. Furthermore, this model is able to apply for ‘people-centered development’ approach in order to support the Thai national plan. Influential factors on the findings, such as employees’ needs and organized time, are reminder for the policymakers to consider whenever they would like to design CSR activities to develop their employees in organizations.

(3) Implications for HRD professionals, today’s climate of ethical scandals and wrongdoings poses a significant challenge, and an opportunity, requires HRD professionals to positively influence ethical decision making in organizations. HRD professionals are taking on more responsibilities for leading ethics initiatives and promoting ethical behavior in the organization. HRD professionals must themselves be in the business of promoting HRD in CSR activities in order to encourage ethical learning and specified self-efficacy of employees. The limitations of this dissertation were the data that derived from self-assessment after finishing participation in HRD in CSR activities. Some activities were organized several months ago; therefore, it might affect recognition of respondent to answer the questionnaire. The other limitation is that there is no evidence that demonstrates result score (paper test), although increases in knowledge, skill, and attitude are existed in the results of this study.

Further researches need to find the evidence of KSA change and investigate on the certain HRD in CSR activity in order to precisely find the effective HRD in CSR activity.

Remark: The summary of the dissertation should be written on A4-size pages and should not exceed 4,000 Japanese characters. When written in English, it should not exceed 1,500 words.