

# CORPORATE SOCIAL RESPONSIBILITY AND EFFECTIVE BEHAVIORAL CHANGES IN EMPLOYEES: MEDIATING ROLE OF AFFECTIVE ORGANIZATIONAL COMMITMENT

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## ABSTRACT

*Historically, diverse contribution to Corporate Social Responsibility (CSR) has enhanced its understanding as more complicated concept. Scholars have studied firms' social concerns for many decades. However, it is only recently that interest in corporate social responsibility (CSR) has become more widespread. As the field of CSR has evolved, scholars have written literature reviews addressing important yet specific perspectives of CSR. Employees' perspective of CSR has got little attention as compare to firm perspective as well as customer perspective of CSR. This study aims at seeking the impact of corporate social responsibility on employee behavior. This study identifies gaps through intensive literature review and proposes the relationship of CSR and organization citizenship behavior (OCB) with the mediating role of affective organizational commitment based on social exchange theory. This study provides foundation for empirical research with comprehensive review on theoretical and practical implications of the proposed model to seek strategic role of CSR in achieving strong OCB through affective organizational commitment*

**Keywords:** Corporate Social Responsibility, Affective Organizational Commitment, Organizational Citizenship Behavior

## INTRODUCTION

Corporate Social Responsibility (CSR) has got a significant attention throughout the globe. Interest in CSR in this time has increased due to globalization and internationalization in trade, due to these factors businesses have become more complex to operate. It needs more transparent system of operations and good citizenship behavior. Historically, CSR has originations with the ancient Greeks. It is evident that from an ongoing debate about justice and fairness in business has its connection with the older time of the ancient Greeks. These days CSR practices have its roots and origination from 1920. In those days, corporations in the banking and telecommunication industries started to hold the concept. Around three decades later, in the 1950s, CSR was first regarded as an area of management studies.

CSR is an emerging field of interest for both academicians and corporate executives. Many organizations are aware of the importance of need to have balance between organizational productivity and portraying a positive image in public, taking on additional responsibility of societal and environmental issues (Mozes et al., 2011). Carroll's CSR pyramid is one of the famous CSR model which depicts responsibilities of the company consisting of four dimensions of economic, legal, ethical and discretionary. This model tells that a business has the responsibility to be profitable, obey the laws and ethics and act as a good corporate citizen.(Carroll, 1991).Because the governments have the responsibility to take care of the citizens and improving their living conditions. The needs of any society are beyond the capabilities of any government to fulfill these needs. In these situations, role of the business in any society has received more attention and CSR has been a point of focus for the progressive companies and they are trying to take more benefits while involving in CSR and getting advantage.

There are many stakeholders in CSR, employees are one of them. They are important stakeholders and may affect the organizations through their actions and thoughts. This has important consequences for the companies' health and performance. If companies will act in a socially irresponsible way, there will be least identification of employees with the company, there is a violation of employee's values due to negative CSR, this may negatively affect in securing the psychological need, due to which negativity develops in minds of employees (Rupp et al., 2006).CSR has now being adopted by the Business firms as a volunteer activity. Most of the studies in context of CSR reside in the organizational and economic context of development countries, like US and Europe. Only few research studies have focused on different concepts of CSR in south Asia especially in India (Agarwal 2014). Perceived CSR towards society and other stakeholders has strong and positive effects on OCB in employees (Newman, Nielsen & Miao, 2015).

Employees related CSR in the organization strongly impacts their OCB. It has a direct impact on OCB while Zhu, 2016).

Job Satisfaction, organizational commitment, and organizational trust are the main focus of research on CSR from employees' perspective (Lee et al., 2012). Turnover and customer orientation have also been studied in relation to CSR research (Lee et al., 2013a). Management and their ethical values and the influence these

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values may have on employees, have also been the subject of the discussion (GU and Ryan, 2011). In spite of all these developments in CSR research, the important psychological and behavioral variables of organizational identification and organizational citizenship behavior have not been considered for research. CSR have been studied keeping in consideration Customers and Firms perspective in Prior researches. The main focus was customer care and firm performance. (Bohdanowicz et al., 2011). Employees have not been considered till recent study. In spite of having too much significance; OCB has got little attention in hotel industry. Actually there is more need to study OCB in this industry, it is obvious that in services sector this is one of the area in which employees are overburdened and they have to serve the customers in a prompt and respectable manners (Faulkner and Patiar, 1997). Pakistan is a developing country and has a great potential in business for organizations to work sustainably. In developing countries there is poor implementation of law for employees' rights and welfare. Employees are always in stress and pressure because they have to promptly and honorably respond to their management for the assigned tasks. Lack of training, professionalism and attitude toward work are the main reasons for poor quality of work. In this context, no prior research has been conducted, so there is need to explore the relation between CSR and OCB.

By considering the above mentioned research gaps and the importance of organizational identification, affective organizational commitment and OCB within the organizational perspective, the current research study aims to explore the intra-organizational impact of corporate social responsibility on employees' attitudes and behavior at work in terms of Organizational Identification, Affective Organizational Commitment and Organizational Citizenship Behavior. Particularly, this study investigates the mechanism through which CSR affects OCB by the applications of social identification. This research study develops and presents a comprehensive model integrating CSR and employees behaviors. The construct of CSR is and OCB is clearly defined and discussed in the context of south Asia (Pakistan). So this will start a debate on the role of CSR and its effects on OCB in developing economies.

### ***Problem Statement***

Behaviors of employees are very important in work and productivity of the organization. Extra- role behaviors are step ahead in employee productivity and work. OCB which is one of the important extra role behaviors has many antecedents. These antecedents may be affected by different organizational practices. Business markets are emerging in developing countries and facing lot of challenges in dealing with customers. In terms of marketing it is important and easy to attract a customer but more important and challenging to retain a customer. For organizations, customer retention is very important in competitive environment for sustainable business development. Along with other quality services, these are the employee's behaviors, especially extra role behaviors which may play an important role in customer satisfaction and retention for future.

Most of the studies in context of CSR reside in the organizational and economic context of developed countries, like US and Europe. Only few research studies have focused on different concepts of CSR in south Asia especially in India (Agarwal 2014). CSR have been studied keeping in consideration Customers and Firms perspective in Prior researches. The main focus was customer care and firm performance. (Cowper-Smith and de Grosbois, 2010). Employees have not been considered till recent study (Lee et al., 2012).

This study aimed at bridging the gap theoretically and contextually. Theoretically this study will find an answer to the how question and will explain the mechanism CSR affects extra role behavior in employees and can benefit the organization by retaining and getting competitive advantage over others. Furthermore, the study will focus on highlighting the importance of CSR in south Asian (Pakistani) context. This may be a valuable contribution in understanding CSR theory and implications in developing countries. The purpose of study is to seek the impact of CSR on organizational citizenship behavior with mediating role of affective organizational commitment and organizational identification.

### ***Objectives of the Study***

The aim of this research is to examine how CSR can contribute in developing organization citizenship behavior in employees which can be used as a source of competitive advantage for the organization. In addition this paper attempts to present a model showing a mechanism by which managers may know to integrate CSR activities to develop organizational identification and affective organizational commitment and then OCB which may be a source sustained competitive advantage.

### ***Significance of the Study***

The study will have very important contribution in the area of research and it will generate an important component of the knowledge domain. Theoretically it will be an increment in knowledge of CSR practices and its four dimensions economic, legal, ethical and discretionary will have an important impact on behavior

changes in employees. Due to positive behavior change, the employees will contribute positively in increasing organizational productivity. Practically this research will be a guide for the industry practitioners and executives that CSR can change the employee's mode and they will be internally motivated. Organizations can retain their employees by exhibiting CSR activities. If the organization will involve in CSR, employee will have ownership, and they will become more enthusiastic, energetic and loyal with the organization. Employees, who are representative of any organization in the community, will present the good picture of the organization in eyes of society. The societies will also have soft corner to the organization and they will prefer to buy the products and services of those organization that are socially responsible. In this way, by implementing CSR practices, organization can get competitive advantages from others who are not doing CSR.

## LITERATURE REVIEW

### *Corporate Social Responsibility*

CSR is defined as allocation of unlimited corporate resources for improvement of communities where corporations operates which is a source of attractive relations with key stakeholders (Barnett 2007, p. 801). CSR possibly be considered as a mechanism through which businesses adjust and accommodate their stakeholder in to a wining state. These stakeholder may be human resource, consumers, suppliers, government and NGOs, natural environment of the company and those who have investment (Waddock et al., 2002; Snyder et al., 2003). As an idea, CSR is considered as the crack of corporate responsibilities that have dealing intentionally with the societal and local interest groups that may affect or may be affected (Waddock, 2004, p. 10).

Generally CSR is being taken place with object to extend association with the communities and to have good and healthy relations with the societies or NGOs. CSR activities are carried out in collaborations with the civil society organizations, community service organizations and other not for profit non-governmental organizations. Carroll's (1979) view of CSR states that in spite of having similar nature of jobs performed by all the organizations but all firms do not demonstrate CSR similarly. Firms show irresponsibility and do minimum effort than is required by the stakeholders' value for forming social liabilities.

Firms always escape from their societal duties and reject their social obligations which they have to perform. On the other hand, those firms that are proactive in knowing the CSR and act further than supposed provisions, these firms will contribute to the general public and communities keeping in view their long term interest for improving long term performance (Carroll, 1979). The functioning of the CSR in this research study can be considered as the occurrence of social show or performance, logically it explains the extent to which a firm is performing excellently its actions in the sense that it measures the degree to which a firm is signifying positive outcomes/ actions that are rightly in close relation to the social performance. CSR study with different theoretical backgrounds is logical and normal, because this is the idea which have many aspects and possibly it can upset the stakeholders in various but equally positive ways. So different theoretical approaches are considered for study (Aguilera et al., 2007).

CSR has a longer history of its growth and emergence (Carroll, 1979). Yet, it is still not consensus on the meaning and definition of CSR and the range of activities it include. Researchers have studied CSR through various approaches. CSR theories and approaches can divide in to four different disciplines (Garriga and Melé 2004). On this classification CSR approaches can have four categories. These four categories include influential, biased, integrative, and principled theories.

Influential theories focal point is companies' economic objectives achievements through performing social activities in the societies and will get competitive advantages by creating their soft image in the minds of general public. Biased theoretical perspective center of concentration is social power of organizations and the companies' responsibilities in politics of the country and its influencing power to shape to government system of the country. Integrative theories put pressure on the companies' that the companies are in need to include social responsibility at its priority. Principled theories consider social duties as moral responsibilities of the companies. Earlier work done in the area of CSR considers its economic dimension only. The sole responsibility of the business is to maximize the shareholder profit while obeying the law and working in an honest framework (Friedman, 1970).

Then more comprehensive definition of CSR was given by Carroll (1979). According to him social responsibility of the business is not only to maximize profit of the shareholder. He talked about the stakeholders instead shareholders. He says the business should fulfill four basic responsibilities of economic, legal, ethical and discretionary. After some time importance of economic CSR was illustrated that economic CSR is most valuable in comparison with others, without economic other CSR dimensions will become debatable issue (Carroll 1991). In recent times, the span of corporate social responsibility has been extended to welfare of all the stakeholders (Agle et al., 1999). Broad spectrum research revealed that the versatile view of corporate social responsibility is broadly acceptable (Inoue and Lee, 2011).

CSR may have a stronger influence in improving company's identity for the people working in it (Marin and Ruiz, 2007). Through the stronger influence and effect of CSR employees organizational identification is also increased (Mozes et al., 2011). Organizational identification positively mediates the relationship between perceived CSR and Job Satisfaction. Company CSR initiatives are the source for the employees to assess the features of their company then identify with that company (Roeck, Marique, Stinglhamber & Swaen, 2014)

CSR has different viewing perspective from various stakeholders (Cochius 2006). An integrated approach was presented which focuses the creation of moral values within the reference of the all stakeholders (Longo et al., 2005). All the CSR activities which are being performed, after evaluation depicts that every company has actual motive of attracting customers and earn profits by increasing sales volume instead of creating social value for all the interest groups. Nevertheless, it is empirically evident that all the CSR activities conducted by the company may enhance the stakeholder's satisfaction including positive employees' identification with the organization.

Furthermore, this organization of research does not until now have any strongly established academic base which may explain the basic mechanism of CSR influence on employee's psychological states and behaviors which have relationship with work. It has been found that there is a strong relationship between CSR and organizational identity, which is the source of increase in employees' identity with the organization (Marin and Ruiz, 2007). One of the very important needs can be gratified with the help of organizational identification (Dutton et al., 1994). The persons perspectives of expressing his belief vary with the degree of identity, more appropriately one can share his opinion. Strong organizational identity will probably increase the confidence of a person to share her/his point of view and to act honestly (Mael and Ashforth, 1992).

CSR can be measure from different perspective. There is a point of view to look in to the stakeholders' side (Clarkson, 1995; Turker, 2009b). It was proposed that there some special stakeholders, without which firm cannot grow and is unable to get success (Clarkson 1995). These stakeholders can be called as chief stakeholders. In his scale, Turker (2009b) has addressed four dimension of CSR; these dimensions included social and nonsocial stakeholders, employees, customers and regulatory authorities.

There is an association of CSR to the operations of an organization and the activities of an organization can be classified on the basis of operation and non operation related (Lee et al. 2013b). Four dimensions, proposed by Carroll's, including economic, legal, ethical and discretionary have got much attention. Economic CSR revolves around the production of goods and services for meeting the society's needs and wants and then selling of these products for value. From Legal CSR mean that the organization should fulfill the legal requirements of the country and should follow the laws and policies developed by the authorities. Ethical mean that the company should perform extra role which is hoped by the society and it is not clearly mention in the books of law.

Main theme of the mostly researches done has focus on macro level perspectives of research, such as concrete performance and tangible out comes. Micro level perspectives have got least consideration (Rupp et al., 2006). Many research studies have been taken place in the field of charity in order to explore the association of CSR and firm financial performance (Boluk, 2013). Same study was conducted and was concluded that there is a positive association between CSR and firm financial performance (Lee et al., 2013b).

Operational and non operational CSR have been studied. This has also been studied that to how much level CSR affects firms' financial performance. There are unpersuasive that some researchers exposed a positive and similar relationship (Boluk, 2013). In a study conducted, the results show positive and similar but non-significant relationship (Lee et al., 2013c). In few studies conducted in hospitality sectors, there can diverse results (Kang et al., 2010). Keeping in view employees opinions and then by concluding from these opinions, it is considered that CSR will positively affect the individual outcomes (Rupp et al., 2006).

### ***Affective Organizational Commitment***

Organizational commitment denotes a connection and association of employees with organizations in which they work (Mathieu and Zajac, 1990). This theme has got more concentration from the academic and practitioners' community. In this research study affective organizational commitment which is one of the facet of commitment, is the core area of study. This area of commitment is more strongly connected with organizational identification. AOC has base on the individual recognitions and value correspondence with the objective. This may be a team, group or whole organization (Collier and Esteban, 2007).

Affective commitment may be described by emotional connection to, recognition with, and association with the organization (Meyer et al., 2002). There is a distinguishing between organizational identification and organizational commitment, OI represents the organizational association which one wishes and OC depends upon the social exchange process that tells and elaborate that individual and organizations are psychologically two different articles (Van Knippenberg and Sleebos, 2006). Employees affective

commitment increases due to organization's care for the environment and the humanity (Kucukusta, Guillet & Chan, 2016).

### ***CSR and Affective Organizational Commitment***

Employees perceived CSR positively affects affective organizational commitment and AOC mediates the relationship between PCSR and OCB in Korean hotel industry (Lee & Kim, 2013). Internal CSR can have effect on the commitment of employees; it can strongly affect affective organizational commitment while normative commitment can be weakly affected by it (Mory, wirtz & Gottel, 2015). CSR perception in employees towards all the internal stakeholders affects the commitment level of employees with their organization significantly and positively (Hofman & Newman, 2014)

It is possible that the employees will have more commitment with the organization if the organization meets their self definition needs. It means that the organization should involve in such activities that employees should feel proud on it and their desire to have identification with that organization. This is the positive and distinctive thing of an organization. If the organization works for the welfare of the communities and undertake activities which are beneficial for all the stakeholders, this will develop a positive perception in the minds of employees and they may have positive emotional attachment with the organization. This may be a source of pride and happiness for them. This consequently will establish an exciting relationship with the company, which is known as affective commitment.

Many studies have shown positive relationship of CSR and OC. CSR positively affects organizational commitment (Hofman and Newman, 2013). There is significant positive relationship between CSR and affective organizational commitment (Turker, 2009a). Affective organizational commitment and its strong positive association with the organization are evident from a meta analysis. This can be in the form of organizational citizenship behavior and employee related outcome in the form of work family conflict (Meyer et al., 2002).

Proposition 1a: CSR and affective organizational commitment are positively associated with each other.

Proposition 1b: There is mediating role of Organizational identification between CSR and affective organizational commitment

Proposition 1c: Affective organizational commitment and organizational citizenship behavior are positively associated with each other

### ***Organizational Citizenship Behavior***

Organizational citizenship behavior can be defined as a discretionary personal behavior exhibited by an individual, this behavior is not part of formal job and not linked any kind of reward and collectively it helps in functional effectiveness of any organization (Organ, 1988). All activities performed by employees who are beyond the requirements of their job performance and without any extra benefit are referred as OCB (Vivek, 2016).

Normally it is decided that OCB is a multi dimensional construct. There are two dimension of OCB (Williams and Anderson, 1991). Five dimensions have been suggested for this model (Organ, 1988). These five dimensional models consist of altruism, courtesy, conscientiousness, civic virtue and sportsmanship. There are two employee related behaviors which are self-sacrificing and courteousness. These behavior deals with coworker's relationship and care for them. The former will help the organizations to support their members solve problems, and the latter indicate to keep away work issues or minimum they should let others know about these problems so that they may avoid these problems.

Care and sportsmanship belong to attitudes and reactions of employees to useful circumstances. The former tells us to go without going into smallest amount of obligations and completing of task with organizational system with hard work and commitment, while the latter discusses with the context of following the enterprise rules and SOP's and to tolerate the imperfect circumstances without grievances. Public good quality is related to remaining caring and practical for contributing in organizational actions.

Keeping in view cultural differences between western and eastern societies, socialist culture like Chinese, has been recognized that there are five more dimensions which are unique with the context of socialist culture (Farh et al., 1997). It is further persuaded that pro social behavior should be the part of social context in china which may be called as social welfare (Farh et al., 2004). In comparison with different practicalities of the term OCB, it is obvious that the five dimensional model by Organ (1988) and the two dimensional model presented by William and Anderson (1991) are mainly used in educational research studies (Podsakoff et al., 2009).

In general OCB is considered beneficial and really important, generally regard as useful to the businesses which face more demands from customers and hope for the improvement in services quality. Employees' unpaid behaviors which are not part of their normal job descriptions possibly will help improving services quality. For an example, experience back office employees may help the new front office employee to deal with customer complaints politely and efficiently.

Employees' motivation for proactively exhibiting extra-role behaviors is one of the important questions for the executives of the organization. Organizational performance and success may increase by using OCB (Podsakoff et al., 2000). In current era, OCB has been one of the important areas which have received more increasing attention; which covers almost every area of management and leadership including human resource management, Strategic management and marketing (Podsakoff et al., 2000).

OCB focused research in the hospitality industry in recent times has increased (Chiang and Hsieh, 2012). The factors which are related with the OCB have been the focus of many scholars, for example, HR practices and their association with OCB and societal environment of the organization (Tang and Tang, 2012).

OCB mediates the relationship between the effects of organizational support and psychological empowerment and performance of job (Chiang and Hsieh, 2012). The findings of the investigations on OCB are consistent with the previous researches conducted in the field of management (Choi, 2007). Core spotlight of the study is on the intra organizational efforts and their impact on OCB, with least consideration to external organizational efforts or activities which could have affect.

### ***CSR and Organizational Citizenship Behavior***

In investigating the mediating role of organizational identification (OI) and affective organizational commitment (AOC) in the association between CSR and organizational citizenship behavior (OCB), social identity theory (Tajfel, 1978) and social exchange theory (Emerson, 1976) have been supportive and used in the existing scenario. Social identity theory (SIT) treats with inter- group associations and efforts attempt to illuminate the fundamental method for intergroup comparisons. It has found in a study of meta-analysis that organizational identification is associated with the behaviors, attitudes and related characteristics (Riketta, 2005). These studied characteristics consist of affective organizational commitment, professional affection, work group association, feeling pleasure on job, and in extra-role behavior.

Employees' support with each other can decrease the level of stress and can help in improving performance of individual and organization. The studies conducted in the hotel industry (Chiang and Hsieh, 2012; Nadiri and Tanova, 2010). These studies clearly depict the perception about CSR in hotel industry employees and it also clearly tells OCB can be influenced by that perception. Employees quality of work life, affective commitment and OCB is positively affected if the employees perceive that their organization is performance CSR activities (Kima, Rhoub, Uysalc & Kwond, 2017)

Social exchange theory (Emerson 1976) focuses on social psychological and sociological aspects. The theory gives us explanation of social changes and stabilization is due to negotiated exchanges between parties. This theory also explains the reason of human relationships, cost and benefit analysis and its comparison with other alternatives may affect the nature of human relationships (Emerson 1976). This theory is a source of creating OCB in the employees of organization and as a result competitive advantages are achieved. Perceived CSR towards society and other stakeholders has strong and positive effects on OCB in employees. Employees related CSR in the organization strongly impacts their OCB. It has a direct impact on OCB while organizational identification has mediating role between CSR and OCB (Newman, Miao, Hofman & Zhu, 2016).

According to the description of social identity, it is part of individuals' image of self which originate from knowledge and membership of social groups in association with the value and thrilling significance emotionally involved with that relationship (Tajfel, 1978). According to it, there are two categories of peoples on the basis of their groups, i.e. in and out groups in the course of social contrast. People make comparison of their groups and classes with other groups and classes for optimistic uniqueness and therefore maintain and progress the constructive social identity, which as a result can realize them about their stronger sense of worth (Tajfel and Turner, 1979).

In this context, CSR possibly fulfills the need of positive identification of an individual to in-groups because this has attraction in society and can be positively associated with reputé of the organization (Branco and Rodrigues, 2006). As a result, CSR, which is the main cause for positivity of the organizational image, can enhance the employees liking to be identified with that organization which is called as organizational identity. They will also develop their emotional attachment with their organization which is called as affective organizational commitment. Additionally, research shows that social identity enhances the opportunities of service (Cialdini et al., 1997; Dovidio et al., 1997). Hence, CSR develops organizational identification, employee internal motivation and affective organizational commitment which as a result will affect their organizational citizenship behavior.

Proposition 2a: CSR and OCB are positively associated with each other.

Proposition 2b: There is mediating role of affective organizational commitment between CSR and organizational citizenship behavior

Proposition 2C: There is mediating role of organizational identification between CSR and organizational citizenship behavior

## FUTURE RESEARCH AGENDA

In this study, CSR effects on employee behaviors have been the focus of discussion. This article discusses affective organizational commitment and its mediating role between CSR and organizational citizenship behavior. The article focuses on four dimensions of Carroll's CSR pyramid. Finally, an integrated model of CSR and its behavioral consequences have been developed. Because the CSR has link with many dimensions of human resource management, we have linked our model to OCB. In future research further dimensions of job attitude should be empirically tested with potential moderators like leadership styles and perceived organizational support.

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