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CORPORATE SOCIAL RESPONSIBILITY AND EMPLOYEES' ORGANIZATIONAL CITIZENSHIP BEHAVIOUR

Nguyen Xuan Hung¹, Ha Le Thu Hoai¹, Nguyen Huu My Truc^{2&3}, Pham Tan Nhat^{2&3}

¹ University of Tomas Bata in Zlin, Zlin, Czech Republic

²International University

³ Vietnam National University Ho Chi Minh City

xnguyen@utb.cz

Abstract

The paper investigates the connection between CSR policies, employees' perceived obligations, and organizational citizenship conduct. With a sample of 300 respondents in HCMC, the study employs a hybrid quantitative and qualitative research method. According to the findings, employees' perceived obligation influences the association between CSR policies and organizational citizenship behavior. The study adds to the existing literature by delving into the underlying processes of CSR and emphasizing the significance of individual-level research. It also includes felt obligation as a moderator to clarify the impact of CSR initiatives on OCB employee engagement. The study has some drawbacks, such as its limited reach to HCMC and the use of a non-probability sampling approach. Nonetheless, the study gives insights into the impact of CSR on employee engagement and advises that when establishing CSR policies, firms should consider employees' sense of commitment to the company.

Keywords: CSR, Felt Obligation, Organizational Citizenship Behavior

1. Introduction

The essay examines the connection between corporate social responsibility (CSR), felt obligation, and employee organizational citizenship behavior (OCB). CSR has grown in importance in recent years, as organizations are being examined for their environmental and social responsibilities in addition to their financial performance (Carroll, 1979, 1983, 1991). CSR refers to a company's commitment to its stakeholders, which include shareholders, consumers, labor, neighboring communities, and the environment (Carroll, A. B., 1999; Rowley, T., & Berman, S., 2000). According to the findings, feeling obligation mediates the relationship between CSR and OCB (Maignan, I & Ferrell, O.C, 2000; Aguinis, H., 2011). Felt obligation relates to the sense of responsibility that employees have for their organization, and it can influence their participation in OCB.

The purpose of this research is to look into the relationship between CSR policies, organizational citizenship behavior (OCB), and employee felt obligation. The study's goal is to investigate the impact of CSR policies on employees' feelings of obligation, as well as the impact of employees' feelings of obligation on their OCB. The link between CSR and OCB is explained using social identity theory (SIT) and social exchange theory (SAT). Previous research has demonstrated that an organization's CSR considerably contributes to the promotion of employees' OCB, although it is still unclear how and why CSR benefits OCB (Jones, 2010; Oo, Jung, and Park, 2018; Ashforth and Mael, 1989; Blau, 1964). The research questions are as follows:

(RQ1) Are there any links between CSR policies and employees' feelings of obligation? (RQ2) Is there a link between an employee's sense of obligation and their OCB behavior?

The essay emphasizes the importance of individual-level study and understanding the underlying mechanisms of CSR in order to better comprehend the relationship between CSR, felt obligation, and OCB.

2. Literature Review

For the research process to be guided, a strong theoretical foundation is required. A strong theoretical foundation will create an insightful theoretical framework that aids in more precise data collection and analysis for researchers. A theoretical framework with a logical relationship between the components, variables, and relationships between those factors is what is intended. As a result, authors will concentrate on the theoretical underpinnings of CSR, felt obligation, and OCB in this section. Last but not least, this section would present a theoretical framework and discuss the research hypotheses and theories that were employed in the study.

2.1. Literature review and Theoretical Framework

According to social identity theory, people want to maintain their positive sense of self by associating with the social groups they want to be a part of, which increases the desire for self-improvement and adaptability. Businesses can gain from this by supporting CSR practices that are recognized and valued by others. According to social exchange theory, organizations engage in both social and economic exchange. The concept of exchange is the core tenet of social exchange theory, which explains how perceptions of CSR affect organizational belief. As a result of receiving a benefit, the recipient is obligated to return the favor by giving similar benefits (Van Dick et al., 2020; Tajfel & Turner, 2004; Blau, 1964; Farooq, Farooq, & Cheffi, 2019; Shahzadi, Qadeer, John, & Jia, 2019).

2.1.1. Corporate Social Responsibility

Due to evolving stakeholder expectations and pressures, corporate social responsibility (CSR) is a significant component of firm-level strategy. CSR is defined as a company's social, environmental, ethical, and voluntary policies aimed at helping stakeholders such as businesses, customers, suppliers, and society at large develop. CSR entails economic, legal, ethical, and charitable responsibilities, and firms must abide by current laws as well as partner agreements. (Carroll, 1991)

CSR has been found to have a positive impact on individual behavior and attitudes, including work engagement, organizational identification, job satisfaction, and organizational citizenship behavior, according to research. (Brammer et al., 2007; Millington et al., 2007; Rayton et al., 2007). However, it can be difficult to pinpoint the precise effects of CSR, hence micro-level study on CSR is crucial to comprehending these effects. To undertake micro-level research on CSR, business administrators and psychologists must work together. (Bakker et al., 2019)

In general, corporations are placing more and more emphasis on CSR because it helps society and is crucial to their overall business plan. (Carroll, 1991)

2.1.2. Felt obligation

Employees should care about the well-being of their business and help it achieve its goals, according to the concept of "felt obligation" (Eisenberger et al., 2001). Felt responsibility is founded on the reciprocity rule, which states that if someone does something for you, you feel bound to reciprocate. Employees that have a strong sense of responsibility are more likely to feel committed to the firm and work hard to support its goals (Paillé & Valéau, 2020; Shore & Barksdale, 1998). Furthermore, employees' work performance

and creativity can be improved by perceived organizational support through a sense of obligation (Yu & Frenkel, 2013). Employees are motivated by a sense of commitment to go above and beyond their job duties and take on additional responsibilities that benefit both their employer and society (Eisenberger et al., 2001). Employees that feel more obligated are more likely to take beneficial activities that benefit persons or other businesses, motivating them to serve as "good citizens" who protect stakeholders (Fuller et al., 2006). Employees' emotional obligation increases when they perceive corporate support through CSR activities because they are motivated to care about the firm and assist it achieve its goals (Eisenberger et al., 2011).

According to the social exchange hypothesis, when businesses engage in CSR initiatives and treat staff members with respect and trust, the latter feel compelled to reciprocate by engaging in OCB activities (Hongwei He et al., 2014). By focusing on responsibility and encouraging employees to believe that their contribution benefits not just the corporation but also society as a whole, CSR activities enhance employees' sense of loyalty to the company. In conclusion, perceived responsibility is a critical factor in how employees behave and what motivates them to work for their company, and CSR programs can increase employees' sense of responsibility to the company.

2.1.3. Organizational Citizenship Behavior

Organizational citizenship behavior (OCB) is defined as voluntary employee activity that is not immediately rewarded by the business but helps it run more efficiently (Organ, 1988). Loyalty, devotion, and extra-role actions that go above and beyond the work description are all examples of OCB (Caldwell et al., 2012; Kinicki & Williams, 2011). OCB has been connected to organizational success and improves performance and efficiency (Salavati et al., 2011).

Employees' OCB has been found to benefit from CSR initiatives. Employees who see their firm consistently engaging in CSR initiatives are more likely to feel proud, which leads to greater devotion, job satisfaction, creativity, and OCB (Oo et al., 2018). The relationship between perceived CSR and OCB can also be explained by social exchange theory (Blau, 1964).

Successful employees are frequently "givers" who put the needs of others above their own and work to ensure the success of the company as a whole (Grant, 2014). OCB does not only apply to helpful activities, and those who practice it frequently outperform those who do not (Nielsen et al., 2009). Successful firms must engage in extra-role behaviors because they help to foster operational efficiency (Ahmadi, 2010).

In conclusion, OCB is essential to a company's performance, and CSR initiatives can enhance employees' OCB. Organizations should value OCB and encourage employees to act outside of their assigned roles in order to improve the effectiveness and success of the company.

2.2. Hypothesis development

Based on the theoretical foundation and prior research, this research study provides a model to analyze the influence of CSR implementation by enterprises on employees' felt obligation and OCB. The study employs factor analysis to examine the relationship between CSR and felt duty via its four components (ethical, legal, economic, and philanthropic), as well as the relationship between felt obligation and OCB. Carroll's (1979) CSR model with four impact components serves as the foundation for the suggested approach as Figure 1:

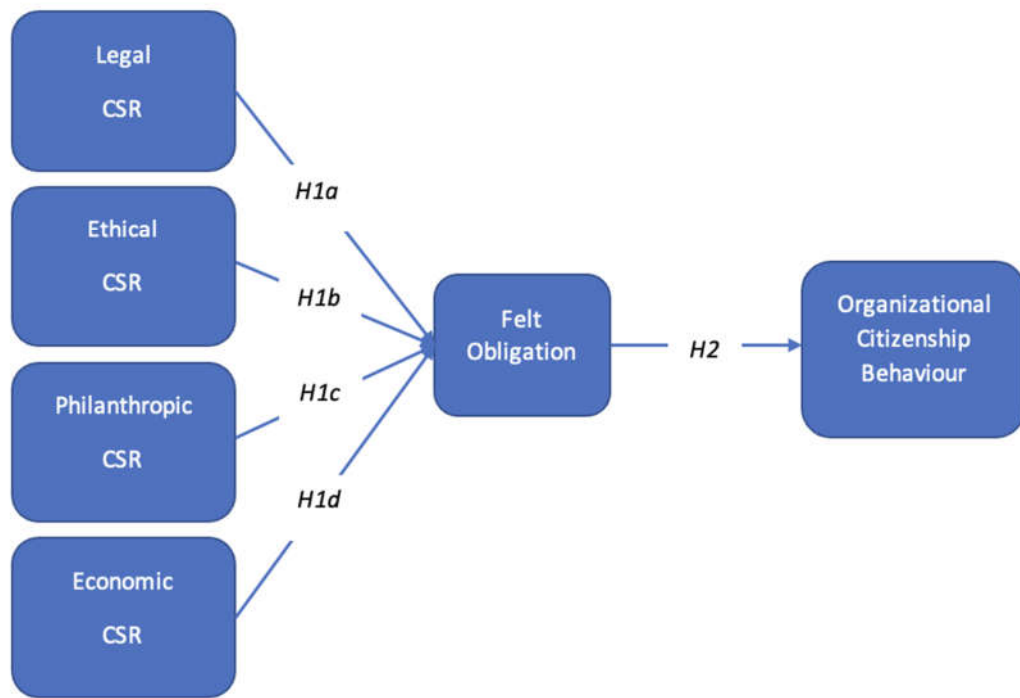


Figure 2: Hypothesized model

According to this model, the research hypotheses set out in the thesis include:

H1a. Legal Corporate Social Responsibility (CSR) has a positive influence on Felt obligation.

H1b. Ethical CSR has a positive influence on Felt obligation.

H1c. Philanthropic CSR has a positive influence on Felt obligation.

H1d. Economic CSR has a positive influence on Felt obligation.

H2. Felt obligation has a positive influence on Organizational Citizenship behavior (OCB).

2.3. Research Methodology

The author provides a research methodology and hypotheses to examine the influence of CSR implementation on employees' feelings of obligation and OCB. There are three stages to the research process: literature review, preliminary investigation, and formal research. To ensure the suitability of the study model, qualitative research is conducted with employees in HCMC utilizing a group discussion method during the preliminary research phase. In the formal research phase, quantitative research approaches such as exploratory and confirmatory factor analysis are used to evaluate the measurement model, and structural equation modeling is used to examine the hypotheses suggested.

Quantitative research employs a deductive methodology to evaluate hypotheses and pinpoint variables that affect a certain outcome (Ehrenberg, 1994). To address the expanding complexity of social reality, a mixed strategy combining qualitative and quantitative research approaches is advised (Wilson, 1982). In order to evaluate the effect of CSR on employees and test research hypotheses, the author use quantitative research methodology in the thesis.

The techniques used in quantitative research involve choosing participants and establishing the sample size, as well as data collecting, analysis, and measurement. In order to measure the variables in the

suggested study model, the author develops the research instrument and gathers data from HCMC employees. To assess the validity of the measurement model, the acquired data are evaluated using exploratory and confirmatory factor analysis. The hypotheses given are subsequently tested using structural equation modeling, as is the degree of regulation of the link between CSR and OCB via regulatory factors.

In conclusion, there are three stages to the research process, and both qualitative and quantitative research methodologies are used. To evaluate the effect of CSR on employees and test research hypotheses, quantitative research techniques are used. The researcher creates the study tool, gathers data from HCMC employees, and then uses structural equation modeling and exploratory and confirmatory factor analysis to examine the data.

Respondents and sample size: The convenience sample method is used in the study, and a questionnaire is designed to collect primary data from HCMC personnel. The questionnaire covers demographic information, level of agreement with CSR, perceived obligation, and OCB dimensions to investigate the impact of CSR on employees' OCB via their sense of obligation. To examine the impact of CSR on employees' OCB, the study used structural equation modeling (SEM), which necessitates a high sample size based on sample distribution theory (Raykov & Widaman, 1995). Hutcheson and Sofronion (1999) advocate a sample size of 150-300, whereas Hair et al. (2014) advise that sample sizes have no hard and fast rules. Based on a 5:1 ratio of observations to analytical variables, the minimal sample size is calculated to be 195. However, a sample size of 300 is employed to achieve best research outcomes.

Data collection: To assist data collecting, monitoring progress, and data processing, the author created an online survey using the Google Forms tool and published it on Facebook. From December 3 through December 23, 2022, 312 samples from employees in HCMC who participated in CSR projects were collected as part of a practical, non-probability sample selection technique. To confirm that the respondents' companies have been engaging in CSR initiatives, screening questions were utilized. The needed number of observations for the 39 initially observed variables was satisfied by the final sample size of 300.

Data analysis: SmartPLS 3.0 software will be used to evaluate the gathered data, beginning with data screening and descriptive analysis before applying confirmatory factor analysis to verify the reliability and construct validity. To test the hypotheses, partial least square structural equation modeling (PLS-SEM) will be employed, which is ideal for small sample sizes and complex models with numerous variables and causal links. PLS-SEM is also beneficial for forecasting the dependent variable to the fullest extent possible without relying on the data's standard distribution. The study model's convergent and discriminant validity are combined using PLS-SEM. The author explains the theoretical underpinnings of the SEM model as well as the order of data processing in quantitative research.

3. Results and Discussion

3.1. Results

The proposed research model is estimated using PLS-SEM. The results of the examined measured model are shown in **Figure 2**. The study used bootstrapping with 5,000 repeating samples to evaluate the relationship between the two hypotheses. To evaluate the significance of relationships in the structural model, the p-value (as compared to Sig. significance level 0.05) and the normalized impact factor (Original Sample) are utilized.

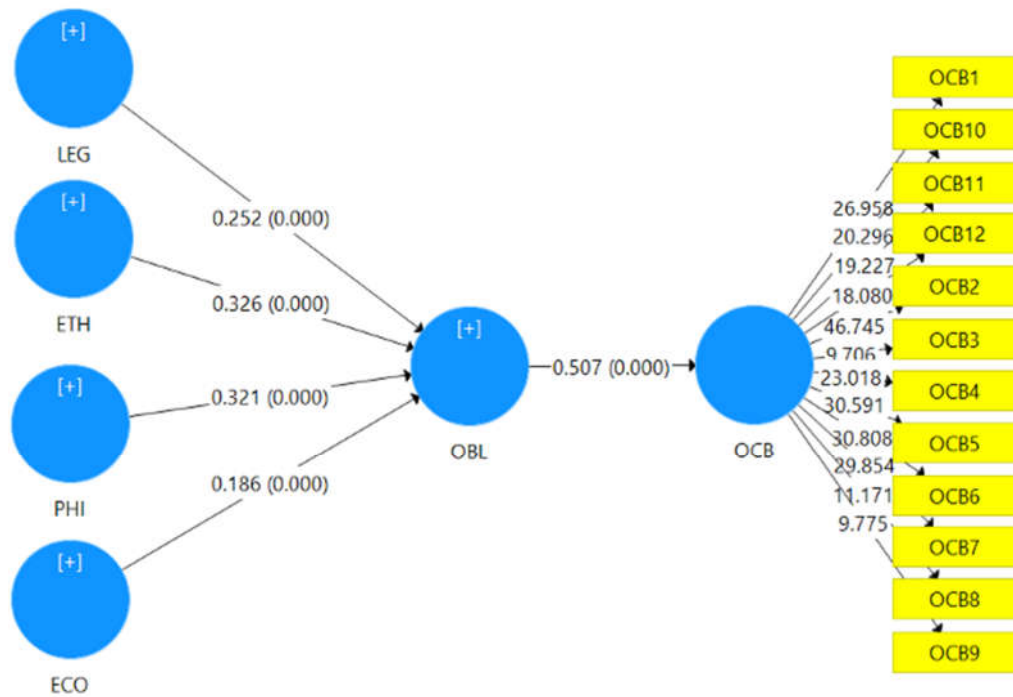


Figure 3: Result of structure model assessment after running

The study uses the structural model to test five hypotheses, and all of them are supported at a level of 5% significance. Felt Obligation has a 0.507 impact on employees' OCB, making it the most significant factor. Employees' Felt Obligation is positively impacted by CSR policies such as Ethical Responsibility, Philanthropic Responsibility, Legal Responsibility, and Economic Responsibility, with Ethical Responsibility having the largest influence (0.326).

Hypothesized correlation	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics	P Values	Results
H1a. Legal Corporate Social Responsibility (CSR) has a positive influence on Felt obligation.	0.252	0.25	0.053	4.747	0.000	Supported
H1b. Ethical CSR has a positive influence on Felt obligation.	0.326	0.328	0.047	6.95	0.000	Supported
H1c. Philanthropic CSR has a positive influence on Felt obligation.	0.321	0.32	0.053	6.014	0.000	Supported
H1d. Economic CSR has a positive influence on Felt obligation.	0.186	0.188	0.049	3.788	0.000	Supported
H2. Felt obligation has a positive influence on Organizational Citizenship behavior (OCB).	0.507	0.513	0.041	12.234	0.000	Supported

Table 1: Path coefficient and T-statistics value

3.2. Discussion

This study examines the relationship between CSR activities, felt obligation, and employee OCB behavior in Vietnam. The research results show that there is a positive relationship between the performance of CSR and the OCB of employees through the mediating variable, felt obligation. Specifically, the higher the CSR activities of the organization in terms of legal, ethical, philanthropic, and economic responsibility, the stronger their beliefs in felt obligation to care and help the organization, with ethical responsibility having the strongest effect. Felt obligation, in turn, has a positive impact on employee OCB behavior.

The study uses social identity theory and social exchange theory to explain the underlying mechanisms of the relationship between CSR and employee behavior. The study suggests that organizations should prioritize communication and management attention to enhance employees' felt obligation, which can lead to increased employee engagement in OCB behaviors. The study concludes that employees who perceive their organizations actively support CSR tend to perform OCB, and these positive outcomes are more applicable to employees.

The study contributes to the theoretical understanding of the relationship between CSR and employee behavior by using social identity theory and social exchange theory to explain the underlying mechanisms of the relationship. The study also broadens the applicability of CSR policies in eastern cultures, specifically in Vietnam. The study has practical implications for organizations, highlighting the importance of involving employees in CSR initiatives, avoiding the perception that the company is only taking action to improve its public image, and recognizing the significance of CSR activities to employees.

The research results are consistent with previous studies that suggest that felt obligation is a result of a favorable social exchange process, where employees perceive CSR activities and feel obligated to reciprocate, resulting in an increase in their OCB in the organization. The study's findings also coincide with Pivato's viewpoint that "mediating variable relates to employees' attitudes towards a company, is more likely to prove the desired connection between effectiveness and social activities" and Dirks, Ferrin's suggestion that feeling of obligation is an intermediary key that influences the CSR relationship to it and to further results such as the attitude, cooperation behavior of employees or company performance.

The study contributes to the current knowledge on CSR policies and employees' OCB behavior from a theoretical perspective. The study broadens the applicability of CSR policies in eastern cultures and highlights the crucial part that the implementation of CSR policies plays in encouraging employee involvement in OCB behaviors. The management's recognition of the significance of CSR activities to employees, the involvement of employees in CSR initiatives, and the avoidance of the perception that the company is only taking action to improve its public image can lead to increased employee engagement in OCB behaviors.

In conclusion, the study provides evidence of the positive relationship between CSR activities, felt obligation, and employee OCB behavior in Vietnam. The study's findings suggest that organizations should prioritize communication and management attention to enhance employees' felt obligation, which can lead to increased employee engagement in OCB behaviors. The study contributes to the theoretical understanding of the relationship between CSR and employee behavior and broadens the applicability of CSR policies in eastern cultures, specifically in Vietnam. The study has practical implications for organizations, highlighting the importance of involving employees in CSR initiatives, avoiding the perception that the company is only taking action to improve its public image, and recognizing the significance of CSR activities to employees.

4. Conclusion and recommendations

This study looks at how CSR affects employees' feelings of obligation and OCB behavior in HCMC. According to the research, CSR has a favorable effect on felt obligation, which pushes employees to engage in OCB. The report underlines the significance of effective CSR implementation in raising employee awareness and instilling a sense of commitment to the firm. The study's weaknesses, however, are its concentration on a single region and non-probability sampling. To extend the generality of the findings, future studies should explore the impact of CSR on employees' OCB behavior in different fields and provinces using probability sampling. The outcomes of the study can also be improved by enlarging the model, altering the date of implementation, and including new variables. Overall, the study emphasizes the value of CSR in encouraging employee participation in OCB activities.

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141 - 145 Dien Bien Phu, Ward 15, Binh Thanh District, HCM City

Website: uef.edu.vn - Hotline: (028) 5422 6666 * (028) 5422 5555