2010

# The Impact of Employees' Perception of Corporate Social Responsibility on Job Attitudes and Behaviors: A Study in China

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THE IMPACT OF EMPLOYEES' PERCEPTION OF CORPORATE

SOCIAL RESPONSIBILITY ON JOB ATTITUDES AND

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by

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Submitted to Lee Kong Chian School of Business in

partial fulfillment of the requirements for the Degree of

Master of Science in Management



Supevisor: Prof Gilbert TAN Yip Wei



Singapore Management University
2010

# THE IMPACT OF EMPLOYEES' PERCEPTION OF CORPORATE SOCIAL RESPONSIBILITY ON JOB ATTITUDES AND BEHAVIORS: A STUDY IN CHINA

## ZHENG DAN

## Abstract

Corporate social responsibility (CSR) is regarded as voluntary behaviors that contribute to the society welfare. Based on the concept of sustainable development, corporations should not only stress on their economic and business outcomes, but also pay attention to their effect on the society and environment. Corporations are expected to engage in the improvement of their employees' quality of life, as well as the well-being of employees' families, local communities, and the overall society. With the acceleration of global integration, CSR has become a main concern by the public, and is considered as an essential part of the business strategy. It could attract investors and customers, as well as maintain a positive interaction with the government.

A growing number of studies have been done regarding the benefits of CSR. However, most are concerned with the financial and customer perspective, while very little attention has been paid to employees. CSR research on the employee level is still in its infancy. In order to better understand its effect on the employees, this study explore the impact of employees'

perception of CSR on subsequent work attitudes and behaviors. A conceptual framework is proposed based on the literature. In this study, a survey was conducted. Data was collected from Chinese employees and managers to examine the effect of CSR.

The findings of this study indicate that CSR has a significant effect on employees work attitudes and behaviors. CSR could improve employees' attitudes and behaviors, contribute to corporations' success, and achieve a win-win situation. Therefore, corporations should attach importance to CSR practice so as to benefit employees. In addition, four dimensions of CSR, namely economic, legal, ethical, and discretionary responsibilities, deserve equal attention. Each dimension has its influence and cannot be ignored. The results show that philanthropic responsibility, which is not directly related to employees, also has influence on work attitudes and behaviors. In terms of work attitudes, job satisfaction and organizational commitment function as important mediators between CSR perception and employees' behaviors. As a result, corporations should take account of the employee level of participation when engaged in CSR activities. This study contributes a framework to better understand the effect of CSR on employees work attitudes and behaviors.

Key words: Corporate Social Responsibility, Job Satisfaction, Organizational Commitment, Work Behaviors

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# Acknowledgements

It is my pleasure to convey my gratitude to my thesis supervisor, Associate Professor Gilbert Tan for his supervision, advice, and guidance from the early stage of this research study to the end. Most notably, I would like to thank him for his encouragement, support, and patience throughout this entire thesis-writing process. He continually instilled in me the value of excellence in research, which greatly inspired me in my research education and in my completion of this thesis. I attribute a large portion of the credit for my Masters education to him. Without his guidance and persistence in helping me, this thesis would not have been possible.

In addition, I would like to thank my committee members, Associate Professor Tan Wee Liang and Assistant Professor Young Rok Choi, who provided invaluable advice and comments on my thesis. Their involvement have helped to nurture my present level of intellectual maturity.

In my daily work I have also benefited from the advice of a friendly and cheerful group of fellow students: Chong Wei Nurn, Yulia, and Chen Yang Hua, who have always kindly granted me their time to answer my questions regarding the thesis. In addition, the Graduate Program Office has kindly provided the support and equipment I have needed to produce and complete my thesis. I would like to thank all of them.

Finally, I would like to thank my parents for supporting me throughout my studies at Singapore Management University.

# Chapter One: Introduction

## 1.1 Motivation for study

Corporate Social Responsibility (CSR) has become a hot topic in today's business landscape. The rapid diffusion of CSR practices in the world can be attributed to the likely positive impact of CSR on business: enhanced corporations' reputation and profits. These beneficial outcomes of the involvement in CSR encourage corporations to make CSR an integral part of business.

A body of prior research on CSR has investigated the impact of CSR on economic outcomes such as Corporate Financial Performance (CFP) (Waddock & Graves 1997, Margolis & Walsh 2003) and marketing methods such as Customer Relationship Management (CRM) (Martens & Akridge 2006). Recently, the emphasis of CSR has shifted from unilateral profits orientation to multilateral social benefits (Valentine & Fleischman 2008). However, although growing attention has been given to CSR, much research had focused on stakeholders outside the corporation. Less focus has been paid to the internal stakeholders such as employees. Therefore, there is a need to examine the effect of CSR on this important stakeholder.

It is crucial to understand the internal impact of CSR. Researchers have found that corporations that engage in social responsibility reap benefits. This is because they portray a good impression to their stakeholders and the society as a whole. Employees are important stakeholder and they play a key role in organization success. Employees' perceptions of an organization's ethics and social responsibility may influence their attitudes and performance, which in turn will have an effect on their organizations. Therefore, research on the effect of CSR on employees deserves careful consideration. Hence, this study explores the effect of employees' CSR perception on job attitudes and

behaviors.

Previous studies at the individual level were mainly concerned with the external impact of CSR on potential employees via mechanisms such as corporate image or corporate reputation (Turban & Greening 1997, Albinger & Freeman 2000, Coldwell et al 2008). The focus is on organizational attractiveness towards prospective employees rather than current employees. These studies support the idea that CSR can positively affect employee attitudes. Whereas little has been said about the influence of CSR on employee performance through job attitudes. More specifically, little is known from previous studies about the relationship between employees' perception of CSR and their in-role (IRB) and extra-role behaviors (herein it referred to as organizational citizenship behavior—OCB). Moreover, existing empirical research exhibit inconsistent evidence about the effect of employee attitudes on subsequent behaviors. For example, some studies have indicated positive relationships of job satisfaction and commitment and employee extra-role behaviors (Organ & Konovsky 1989, Morrison 1994), while some other studies find no relationships (Williams & Anderson 1991, Schappe 1998, Adam, 2001).

No model so far has been proposed to explore the influence of employees' perception of CSR on employees' behaviors by taking into account the mediating role of employee attitudes. There is not much research investigating the relationships of perceived CSR, job attitudes, and employees' performance in a holistic model. Hence, there is a need for a theoretical synthesis on the question of how perceived CSR affect work attitudes and ultimately affect employees' performance. This study will shed some light on the mixed empirical evidence in this field, and at the same time to fill the gap by examining the mediating role of employees' attitudes between perceived CSR and employees' behaviors.

## 1.2 The importance of CSR research in China

Most research on CSR has primarily focused on the U.S. context, or the Western countries (Jackson & Artola, 1997). Notwithstanding, the movement of CSR has also spread geographically, from its original U.S. context to other worldwide settings. Growing attention towards CSR has been observed in Asia, particularly in developing countries in the past decades (Andrew, Gul, Guthrie & Teoh 1989, Viswesvaran & Deshpande 1996). Given the considerable differences in the economic and cultural environment, as well as the national legislative requirements, the practices of CSR in developing countries differ greatly from those in developed countries. Therefore, this creates an opportunity for extending the CSR research in developing Asian countries.

With rapid economic growth, China is exerting greater influence on the global economy. Considering China's vibrant and important status in the 21st century global economy, there are good reasons to explore the effect of employees' perceptions of CSR on job attitudes and behaviors in the Chinese context. First of all, due to the distinctive cultural and social environment, Chinese corporations are relatively lacking well-developed commercial rules when compared to their U.S. domestic counterparts and are thus vulnerable in the global business of existing laws and regulations (Ahlstrom, Bruton & Lui 2000). The lack of a well-developed CSR system makes corporations suffer from social and environmental issues imposed by the worldwide industry, such as product quality, workplace safety, and environmental pollution. Chinese products are therefore questioned and the international reputation of China's corporations and this becomes a big challenge that the government and corporations have to face. After entering the WTO in 2001, China has demonstrated an increasing awareness of CSR, with an emphasis on the involvement in CSR programs by China's corporations. These corporations not only establish policies for engaging in CSR but also encourage

socially responsible activities (Farh, Zhong & Organ 2004). More corporations began to understand the philosophy and rules of CSR in the international community and paid more emphasis to CSR. Meanwhile, in recent years the emergence of non-governmental organizations (NGOs), such as China Green Student Forum, Green Stone City, and Green Earth Volunteers, contribute extensively to social and environmental awareness.

Moreover, China is characterized as having a distinctive collectivistic culture, with an emphasis on social harmony. This harmony is GuanXi-oriented and is sensitive to the relationships. Corporations in this context pay much attention to the "GuanXi" and value sustainable relationship with stakeholders such as shareholders, consumers and employees (Chen Xu-dong 2009). Thereby, employees are more readily associated with their organization based on extended family or networks of other ties and interests (Farh, Tsui, Xin & Cheng 1998). In addition, reform and the opening-up policy also benefitted and supported corporations' development. The corporations are thus willing to follow the government's guidelines and be actively involved in social responsibility. In such cultures, employees' attitudinal and behavioral reactions toward organization's engagement in CSR programs might be more discretionary and spontaneous (Farh, Zhong & Organ 2004).

In sum, taking into account China's relatively imperfect market system and long-standing cultural traditions, the effect of CSR implementation from employees' perspective on the subsequent individual performance in China may be quite different from those described in the U.S. or other Western counties. In view of the distinctive background, this study will provide a better understanding of the impact of employees' perceived CSR on their behaviors through attitudinal variables in the context of China.

**1.3 Objectives of study**

Despite the widespread diffusion, and its potential relevance to employees' perspective, CSR is currently an under-investigated construct in Organizational Behavior (OB) and Human Resource Management (HRM) research (Rupp, Baldwin & Bashshur 2006). This study provides a holistic framework of the relationship between employees' perception of CSR, work attitudes and behaviors to enrich the research on CSR in the OB/HRM literature. The main concern is whether employees' perceptions of CSR lead to positive job attitudes and responsible behaviors. In addition, as employees' attitude and behavior at work may be affected by the national context, the impact of CSR on employees will be investigated in a typical developing country—People's Republic of China, which has a distinctive social context and culture setting.

Thus, the purpose of this research paper is to explore the potential relationships between employees' perceived CSR and employee behaviors. This study also looked at the attitudinal constructs that may exist in the relationships of the perceived CSR and employee behaviors. These attitudes, such as job satisfaction and organizational commitment, have been shown to relate to CSR perception and work behaviors (Folger & Konovsky 1989, Moorman 1991). That is, the relationships between employee's perception of CSR and employee behaviors will be mediated by job attitudes. The focus will be on current employees, the corporation's internal stakeholder (Freeman, 1984; Donaldson & Preston, 1995), who may positively or negatively react to their perceived CSR programs (Wood & Jones, 1995). The attitudinal and behavioral reactions to CSR by employees will be examined in the context of China.

Therefore, specifically, the objectives of this study are:

• To explore the impact of employees' perception of CSR on job attitudes such as job satisfaction and organizational commitment in the Chinese context.

- To explore the impact of employees' attitudinal reactions of CSR on their behaviors. That is, to explore the mediating role of employees' attitudes in the relationships between CSR and in-role/extra-role behaviors.

**1.4 Contributions**

**1.4a Theoretical contribution**

This study has developed a framework for the range of CSR. The model links employees' perceived CSR to their attitudinal and behavioral outcomes. The CSR perception ties organizational level to individual level, providing a unifying model of CSR. In addition, the study widens the horizon of previous CSR research by extending it to the Asian context. Given the distinctive Chinese context, the study explores and enriches the understanding of the profound impact of perceived CSR on employees' behaviors through attitudinal reactions.

In brief, this study contributes to CSR theory development by: (1) establishing a distinct CSR model to explain how CSR influences employees behaviors, (2) examining the model in the context of China, and (3) involving in attitudinal and behavioral variables in the model from the literature.

**1.4b Practical implications**

This study explored the potential relationships between employees' perception of CSR and work outcomes, such as employees' job satisfaction and extra-role behavior. Along with the theoretical contributions of this study, several practical implications can be drawn for the management.

First of all, CSR has influenced not only the organization's financial performance but also individual work outcomes. Rather than evaluate the financial effect of CSR, this study tests the intangible effect of CSR, namely employees' work attitudes and behaviors. The study indicates that the management should consider focusing on organizational ethics and CSR activity, which may bring about more positive outcomes for the organization.

Secondly, employees play a large role in an organization's CSR initiatives. Their involvement in CSR should not be overlooked. As the key stakeholders of the organization, employees play an important role in organization's implementation of CSR; their perceptions of CSR will influence their subsequent work outcomes. The management thus is suggested to emphasize the role of employees in the CSR activities. The organization will benefit more by effectively interacting with employees on CSR issues.

Moreover, given the distinctive culture of China, employees' perceptions of CSR and their reactions will be different from other countries. The national differences may account for a proportion of variation. This can be explained from the two sources of OCB dimensions and the results of this study. In the context of China, employees' extra-role behaviors emphasize on harmony and "GuanXi". Therefore, in order to create proper CSR programs, the management needs to consider the tradition and characteristics of the Chinese society.

**1.5 Overview**

This study is arranged as follows:

Chapter I: Introduction. Identify the research objectives by describing some potential issues and topics.

Chapter II: Literature Review. Provide a brief overview of the main CSR concepts and the development of CSR in theory and practice in China. Looking at past research builds a deeper and broader understanding of the constructs on this topic.

Chapter III: Framework and Hypotheses. Construct association between employees' CSR perception and their work attitudes and behaviors. Explore how the perceived CSR is related to work behaviors through job attitudes.

Chapter IV: Methodology. Describe the source of data, sample statistics and the regression model.

Chapter V & VI: Results and Conclusions. Present and analyze the research findings. Discuss the limitations for future research directions and make conclusion.

Figure 1.1 shows the research procedure of this study.
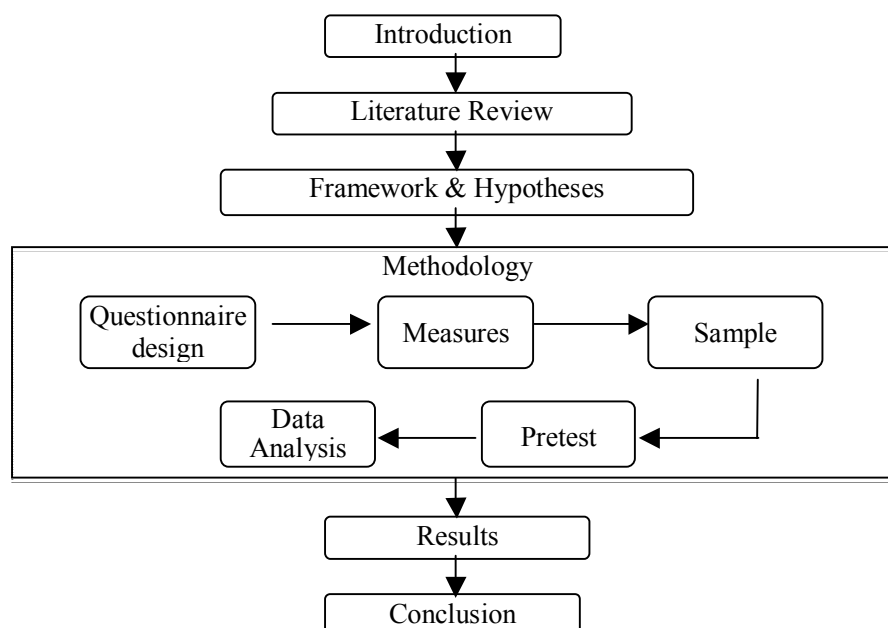
Figure 1.1: Research Procedure

# Chapter Two: Literature Review

The objective in reviewing the literature on corporate social responsibility (CSR) is to build a deep and broad understanding of CSR and relevant concepts. This chapter begins with tracing the evolution of CSR, including several stages and dimensions of CSR. For purpose of this study, development of CSR in China is also discussed.

## 2.1 Corporate social responsibility

Corporate social responsibility (CSR) has been extensively discussed since it was proposed about half a century ago. Topics of CSR in research history include theories, concepts, models, and relevant themes. The concept of CSR has been accepted as obligations, which have been imposed by societal expectations for guiding business behaviors (Carroll 1999, Fairbrass et al 2005). CSR promotes corporations to take serious account of all the stakeholders' interests and well-being. This type of responsibility goes beyond the conventional obligations. It encourages corporations to voluntarily take further steps to contribute to the society at large.

The review traces the theoretical evolution of CSR. Although there is no agreement on a universal definition and dimension of CSR, the substance of the concept is consistent (CSR refers to the responsibility of businesses to benefit the entire society).

## 2.1a Evolution of corporate social responsibility

The concept of CSR has a long and ever-changing history, passing through several periods. In this study, according to Carroll's (1999) chronology of CSR, the evolution of CSR is classified into the following stages: conception, explosion, development, and extension.

*(a) Conception*

The conception stage is the process of forming a germinal CSR concept. Began in the 1920s since business practitioners began to recognize the concept of responsible practices (Sheldon 1924). This stage emphasizes both normative and ethical businesses. Namely, general principles are substantive and necessary in business. Meanwhile, business ethics is highlighted in the business environment. Although there is little formal rules or regulations of ethical business, a spirit that characterized as corporate philanthropy and welfare emerged during this period.

It was not until 1953 that CSR was first conceptualized as a social obligation (Bowen 1953). In his book "Social Responsibilities of the Businessman", Bowen initially defined CSR as "the obligations of businessmen to pursue those policies, to make those decisions, or to follow those lines of action which are desirable in terms of the objectives and values of our society" (Bowen 1953, p. 6). This is the first time social responsibility is seriously set forth. It marks the beginning of the modern period of literature on CSR. Bowen's definition provided a profound discussion of CSR during the first half of the twentieth century. Because of Bowen's far-reaching and influential work, he has been given the title: "Father of Corporate Social Responsibility" (Carroll 1999).

Other scholars also consider CSR as one of the key goals for businesses. Corporation's responsibility to society is explicitly addressed as an important component of business policies and activities (Drucker 1954). For example, Eells (1956) a consultant for General Electric wrote in "Corporation Giving in a Free Society", emphasizing that corporate giving should aim at promoting long-term social philanthropy and not as a branch of advertising.

*(b) Explosion*

The second stage showed a noticeable growth in the formation of CSR awareness. This stage started in the 1960s, with a focus on corporations' capacity to respond to the increased environmental and ethical awareness. In addition, consumers, the public and civil rights advocators also put a great deal of pressure on corporations. These external factors prompt the explosion of CSR awareness. The growth of CSR thus led to a positive social change: ethical and social values take precedence over the economic values.

Several prominent scholars are identified as the main contributors for CSR diffusion during that time. Davis (1960) defined CSR as business decisions, which reflect an organization's long-run objectives and socially responsible prospect rather than economic interests. He later related business ethics to CSR by arguing that social responsibility is concerned with ethical outcomes (Davis 1967). This perspective extends previous work and introduces a significant combination of business and society. In addition, Frederick (1960) maintained that CSR referred to making best use of economic and human resources to increase profits. Although social welfare was mentioned, economic profits were put in first place. This minimalist view of CSR has been debated for decades (Lucas, Wollin & Lafferty 2001). Unlike Frederick, McGuire (1963) asserted that the corporation should assume responsibilities to the society beyond their economic and legal obligations. He regarded CSR as taking politics, community, employees, and the whole society into account. This statement laid a foundation for Carroll's (1979) four-dimensional CSR model. Walton (1967) also plays an important role in the CSR field. He emphasized that the role of the business in modern society is to voluntarily engage in social responsibility without counting on economic returns. Scholars have interpreted CSR from different perspectives. They

provided a wide range of information and rich theoretical basis for the following research work on CSR.

With the increasing awareness of CSR, corporations are expected to undertake a broader range of social responsibilities. The diffusion of CSR will contribute more to human life, and to the whole society. In 1971, The U.S. Committee for Economic Development's (CED) put forth the essential concept of CSR. The CED redefined the relationship between business and society, asserting that the fundamental responsibility of business is to meet the needs of society. CSR is thus related to not only economic benefits (e.g. productivity) but also to social expectations (e.g. environment protection). Johnson (1971) provided a more integrated approach between the business and society. He believed that CSR should be taken as a long-run policy and goal. By presenting a number of different views of CSR, Johnson posited that a corporation should attach importance to the multi-interests of its stakeholder groups to fulfill multiple goals. These complementary aspects of CSR highlight the importance of maximizing benefits, both for business and for the society. In the late 1970s, Carroll (1979) made a further contribution to the study on CSR. He categorized CSR as corporations' economic, legal, ethical, and discretionary responsibilities. These different aspects are regarded as deriving from social expectations at a specific point of time. Meanwhile, he proposed a four-dimensional model of CSR based on the definition. The CSR model is most widely accepted and has been frequently used to explain the CSR construct. Thus, this study will examine the effect of perceived CSR based on these four parts. The details of the CSR model will be specified later in this chapter.

During this time, most scholars hold a similar viewpoint on CSR. That is, business should align long-run goals to maximize the social well-being. The research subjects are society orientation, such as public responsibility, social obligation, and social

expectations (Steiner 1971, Manne & Wallich 1972, Eells & Walton 1974, Zenisek 1979). The research work shows that social responsibility has been raised to a higher level.

*(c) Development*

In this stage, the focus of CSR research is less on definitions but more on social sustainability. CSR had been more widely discussed among scholars and practitioners. Specifically, principles of sustainable development have been linked to CSR as the major social expectations after the 1980s. For example, environmental issues call for a practical concern of the engagement in CSR. Corporations are expected to consider future generations when satisfying the current society.

This stage began with an interesting perspective in 1980. Jones (1980) articulated that CSR should be voluntary. The concentration of CSR should shift from traditional shareholders to other social groups such as customers, employees, suppliers, and communities (Jones 1980). He further argued that undertaking social responsibility is not an outcome but a process (Jones 1980). The perception of CSR thus refers to how a corporation is seen when engaging in the process of CSR. Moreover, stakeholder theory (Freeman 1984) contributed significantly to the development of CSR. As described in chapter one, stakeholder theory strengthened CSR. It highlights that a corporation should be responsible for all the stakeholder groups. Based on the stakeholder theory, this study will focus on one of the stakeholder groups—employees—to explore how this group feels and reacts to CSR.

Plenty of structured analyses have also been developed during this period: Tuzzolino and Armandi (1981) proposed an organizational needs-hierarchy framework based on Maslow's (1954) hierarchy of needs. Dalton and Cosier (1982) illustrated a matrix

model, with "illegal" and "legal" on one axis and "irresponsible" and "responsible" on the other. Wartick and Cochran (1985) put forward an evolution of the corporate social performance model. The new model extends the previously three-dimensional integration of responsibility, responsiveness, and social issues (Carroll 1999). All these CSR paradigms contribute to a better understanding of CSR and enrich the literature.

Furthermore, World Commission on Environment and Development (WCED) reported that CSR should attach more importance to sustainable development (1987). The sustainability is aimed at fulfilling the needs of both the present and the future generation. The WCED also emphasized developing countries' role in the CSR movement, especially the countries that play an increasingly important part in the global business. Therefore, as a major and distinctive developing country, China was chosen in this study.

Topics about CSR continued in the 1990s, including corporate social performance (CSP), stakeholder theory, business ethics and corporate citizenship. Wood's (1991) CSP model and Carroll's (1991) pyramid of responsibility were the major contributions during this time. In Wood's (1991) model, CSR was comprehensively analyzed in a broader context. That is CSR put an emphasis on corporations' external performance. Carroll (1991) revisited his previous four-part CSR definition. He then depicted the categories in sequence as a pyramid. By doing so, CSR was assumed in terms of its different levels. In addition to developing the pyramid, Carroll further suggested a natural fit between CSR and stakeholders. Essentially, the stakeholder theory (Freeman 1984) personalizes CSR by specifying stakeholder groups, who should be considered in business activities. This is also the way to shift the CSR perspective from organizational level to individual level.

*(d) Extension*

Moving toward the new millennium and more recently, CSR has become an essential concept in the academy and business world. Increasing attention has been given to concrete themes. For example, CSR and corporate financial performance (CFP) were tightly coupled. The two constructs have been empirically examined as to whether CSR could have an impact on CFP. Furthermore, scholars began to notice the influence of CSR on essential stakeholder groups. For instance, recent research has highlighted ethical management toward employees, who could directly be affected or affect the organization's activities. Meanwhile, globalization also boosted the spread of CSR. In this respect, business and social responsibility were linked closer in the worldwide context. With the rapid expansion of global business, the research focus has shifted from a U.S. background to the international context.

At the dawn of the 21st century, CSR was debated in the global economy with a focus on multinational corporations. These corporations were called on to initiate worldwide CSR programs for improving social conditions. Therefore, a more integrated view of CSR in business is required to include economic, environmental, social and public welfare. Take the Enron collapse for instance, Windsor (2001) suggested that financial performance should never be isolated from CSR in such a competitive global business climate. He implied the popularity of relevant concepts in future research work, such as corporate citizenship and stakeholder management (Windsor 2001). McWilliams and Siegel (2001) also believed that CSR could benefit financial performance and multiple stakeholders concurrently. They conceived CSR as a strategic resource rather than a threat to profitability. Despite the different perspectives as to whether CSR will enhance CFP, most scholars found a positive correlation between CSR and CFP (Hopkins 2003, Orlitzky 2005).

During the evolution of CSR, literature provides evidence about the likely impact of

CSR on an influential stakeholder group—employees. Peterson (2004) in his study linked corporate citizenship with employees' attitudinal reaction, namely organizational commitment. The research findings confirmed his hypotheses that corporate citizenship does influence employees' work attitude. Buren (2005) associated CSR with the employee and proposed an employee-centered model based on Wood's (1991) CSP model. The involvement of employment practices in the CSP model explained the concern about CSR in employment relationship.

The previous studies have drawn on various theories, including organizational justice theory, social identity theory, and cognitive dissonance theory. These theories provided the basis for reasoning the relationship between CSR and employees. More recently, much research work has embodied the concern for the relationship between individual perceptions of CSR and employees reaction (Brammer, Williams & Zinkin 2007, Rodrigo & Arenas 2008, Valentine & Fleischman 2008). Both explanatory and empirical models were presented to explore how the perceived CSR programs would affect employees' attitudes and behaviors. For example, Valentine and Fleischman's (2008) research showed a direct correlation between the level of CSR and the employees' job satisfaction. This indicates that CSR has an impact on employees' work attitudes. On the whole, the literature shows rich evidence that CSR is closely related to employee work reaction.

Meanwhile, research on CSR began spreading all over the world. CSR process has been examined in many countries. In Australia, corporations' resources sectors have particularly explicate CSR commitment and made it a part of core business (Thomas & Nowak 2006). In Mexico, multinational and domestic corporations were compared in terms of the perceptions of CSR and the business role in society (Brum 2004). In China, greater emphasis has been placed on corporations' engagement in socially responsible

activities. However, it is revealed that CSR in Chinese corporations is in its infant stage. There is still a need for a well-developed system to promote CSR movement. Broadly speaking, research on CSR has found that initiatives of CSR awareness and sustainable development went further in North America than in Europe or in Asia.

All in all, the evolution of CSR has changed substantially across the decades. A review of CSR evolution provides a clear path to identify its footprint. Research and theories in this field enable us to understand the concept from a single, business-oriented concern to multi-dimensional perspectives. In the course of the overall theoretical evolution of CSR, conceptualization of the social responsibility deserves equal attention. Various perspectives of conceptualization may help in understanding CSR and get new insights into the studies of CSR.

**2.1b Conceptualization of corporate social responsibility**

This part will examine the conceptualization of CSR in different stages of its evolution. The rich descriptions of the CSR in the literature will provide a better understanding of the concept.

In the early 1970s, The United States Committee for Economic Development symbolized CSR in three concentric circles (CED 1971). The inner circle refers to the basic economic responsibilities, namely growth, product and employment. The intermediate circle suggests that economic responsibilities should be accompanied with an awareness of the changing social values and priorities. The outer circle includes emerging yet irregular responsibilities that the corporation should undertake for improving the whole society. Subsequently, a three-level model of CSR proposed by Sethi (1975) has been widely discussed. In his model, Sethi identified three levels of socially responsible behaviors: (1) social obligation, (2) social responsibility, and (3)

social responsiveness. Social obligation refers to legal- and market-oriented behavior. The legal orientation of social obligation is the fulfillment of basic law requirements (i.e. employment rules). The obligation is also a marketing tool, aiming at making profit while contributing to the society. Social responsibility involves in behaviors that are in accordance with societal norms and expectations. Such behaviors go beyond social obligation and have been regarded as voluntary activates. The third level, social responsiveness, implies proactive and anticipatory business behavior in response to social expectations and pressure.

It is particularly worth noting that Carroll (1979) formulated a model of CSR, which is regarded as a milestone and since then has been frequently quoted. Carroll's (1979) model outlined four types of corporate responsibilities: (1) economic responsibility for profitability, (2) legal responsibility for social rules and regulations, (3) ethical responsibility for justice and moral expectations, and (4) philanthropic responsibility for voluntary contributions. All the levels are needed for a corporation to be socially responsible. The reason is because these responsibilities reflect expectations that the society has of business. CSR is something that businesses should contribute to the society. However, the four responsibilities may not be assumed at the same time due to imitations of awareness and capability of corporations. Therefore, Carroll (1991) later refined his previous model by ranking the four components in a pyramid. Economic responsibility is easier to assume due to the traditional business motives. It is thus the basic component in the pyramid model. Legal, ethical, and philanthropic responsibilities in turn are put in the higher level (Carroll 1991). Nonetheless, the four levels of responsibilities are not necessarily isolated from each other. Rather, they should be considered together in the CSR pyramid.

Relevant research on CSR proceeded to emerge in large numbers during the 1980s.

Wood's (1991) corporate social performance model was generally approved as a comprehensive framework. Building on Carroll's (1979) CSR framework, Wood offered a corporate social performance model. It encompasses the principles, processes, and outcomes of socially responsible behaviors. Specifically, principles refer to organization's basic obligations. It involves in social legitimacy (institutional principle), public responsibility (organizational principle), and managerial discretion (individual principle). Processes are mainly concerned with an organization's ability to respond to social pressures. The organization may then survive through policies such as environmental assessment, stakeholder management, and issues management. Outcomes of corporate behavior are used to assess the performance regarding social issues and to determine whether the social performance influences social relationships (Wood 1991). Wood's corporate social performance model explicated the outcomes of corporations' social responsibility. Her model presents a comprehensive viewpoint of socially responsible performance and has been frequently cited in the literature.

Entering the new century, the follow-on researchers provided new insight into CSR. They extended CSR studies to the international arena. Given a lack of model that considers CSR in a diverse environment and social cultural and market settings, Quazi and O'Brien (2000) proposed a CSR model in a cross-cultural context with two general dimensions. The two dimensions were the span of corporate responsibility (from narrow to wide) and the range of outcomes of social commitments (from cost to profits). The results of their research verify the two-dimensional model in the two different environments.

Lately, after the long and substantial discussion on CSR, scholars (de Regil 2003, Vainikainen 2005, Saarela 2008) generally broke down CSR into three essential ingredients for sustainable development. That is, economic, environmental and social

responsibility toward all stakeholders and the society at large. This approach emerges frequently in existing literature and helps us to understand the universality of CSR. Economic responsibility is concerned with financial effectiveness and profitability. It is regarded as the prerequisite for the other two responsibilities. Environmental responsibility covers facets of resources conservation and environment protection, such as prevent climate change, preserve biological diversity, and avoid pollution. Social responsibility includes the well-being of the whole society. This requires corporations to attach importance to the overall responsibility of business. Given the impact of sustainability, all the three aspects of responsibility should be operated in balance for both short- and long-term benefits.

| Authors | Conceptualization | | | |
|---|---|---|---|---|
| Committee for Economic Development (CED) (1971) | Inner responsibility | | Intermediate responsibility | Outer responsibility |
| Sethi (1975) | Social obligation | | Social responsibility | Social responsiveness |
| Carroll (1979 1991) | Economic responsibility | Legal responsibility | Ethical responsibility | Philanthropic responsibility |
| Wood (1991) | Principles of responsibility | | Processes of responsibility | Outcomes of responsibility |
| Quazi and O'Brien (2000) | The span of corporate responsibility | | The range of outcomes of social commitments | |
| Current view | Economic responsibility | | Environmental responsibility | Social responsibility |

Table 1: Conceptualization of CSR

The typical conceptualizations of CSR are summarized in Table 1. Among them, Carroll's four-part model provides a comprehensive understanding of CSR. This category of CSR has been widely accepted and frequently adopted in the literature. This study will draw on his model to build the framework.

## 2.2 Corporate social responsibility in China

The concept of social responsibility is not a new idea in China. Ancient China has a historical tradition of charitable acts. The tradition includes a simple concept of responsible business, which highlights moral profit-making principles. In this respect, ethics and benevolence have emerged in the Chinese business for a long time as a part of the cultural tradition.

The extensive literature on CSR has shown its development in theory and practice in China for more than a decade. Such consciousness of responsibility could be perceived in many corporate activities. Nowadays, China places greater emphasis on the commitment to the rule of law and the interests of citizens. The government has established corresponding laws and regulations, such as "Labor Law of the People's Republic of China", "Provisions on Special Protection for Juvenile Workers", "Regulations on Enterprise Minimum Wage" and "Production Safety Law of the People's Republic of China". However, China is in the infant stage of developing a systematic and well-established CSR movement. Thereby, it is necessary to understand the distinctive cultural tradition and national system in considering CSR development.

China has consistently adhered to undertaking social responsibility. As early as the founding of modern China in 1949, social obligations were emphasized for the revival of nationhood (JIA Sheng-hua & ZHENG Hai-dong 2007, 贾生华, 郑海东 2007). At that time China was in a non-economic system, namely planned economy. Organizations were regarded as the accessories of government rather than independent corporations. The capital structure was a single system, controlled by the government (Chen Hong-hui & Jia Sheng-hua 2003, 陈宏辉, 贾生华 2003). In such background, every facet of the economy was in the charge of government, even the socially

responsible activities. Therefore, strictly speaking, CSR in this period was embodied in the policies of the government and not in corporations.

Beginning with the reform and opening-up policy in the 1980s, China has experienced dramatic changes, particularly in business domain. Specifically, the separation of the enterprise from the administration contributed to China's modern corporate system (ZHU Jin-cheng 2006, 朱锦程 2006). Those emerging corporations benefited from the open-door policy. They considered maximizing profitability as their only pursuit and responsibility. In addition, government during this period also played an important role in the operation of corporations, directly or indirectly (Chen Hong-hui & Jia Sheng-hua 2003, 陈宏辉，贾生华 2003). Due to the motivation of the overall development of the national economy, the government paid more attention to corporations' economic performance. In order to realize rapid economic growth, Chinese corporations only focused on their economic responsibility. However, the social responsibility that corporations were supposed to undertake had been overlooked (LI Jian-min & Wang Li-xia 2005, 李建民，王丽霞 2005). This initial stage is characterized as short-run planning. Business, thereby, appeared to have nothing to do with contributing to the overall social responsibility.

In the early 21st century, the socialist market economy with Chinese characteristics was maturing. At the same time, global economic integration formed gradually. In this tendency, CSR requirements were primarily applied to the international business (Pan Si-yu 2006, 潘思谕 2006). Driven by the consumer market, international trade, as well as CSR codes and standard systems, Chinese corporations were aware of their social responsibility (JIA Sheng-hua & ZHENG Hai-dong 2007, 贾生华，郑海东 2007). In

this global economic business climate, corporations attempted to maximize business interests and at the same time sought to maximize the interests of society as a whole. The export-oriented corporations were the first to adopt CSR.

Along with the deepening of economic globalization, the CSR concept was, although late, quickly introduced to the whole society. Under the guidance of strategic thinking of harmonious society and scientific outlook on development, Government began to show concerns about the development of CSR (Pan Si-yu 2006, 潘思谕 2006). The ministry of Commerce (MOC), Ministry of Labor and Social Security (MOLSS) and Chinese Enterprise Confederation (CEC) all established CSR investigation committees to study its development in China. Meanwhile, Chinese academic institutions, non-government organizations (NGO) and international organization in China also paid much attention and had extensive discussion on CSR issues.

In the academic field, despite a late start on the study of CSR, Chinese scholars presented understandings to the CSR concept from different points of view. Liu Jun-hai (刘俊海 1999) in his book "Social Responsibilities of Corporations" set forth the reasons for strengthening CSR. He highlighted the protection of the interests of employees and consumers from stakeholder perspective. Under the market economy system, corporations should concern for the interests of all the other stakeholders in addition to pursuing profit to meet the shareholders' demand. Taiwan scholar Liu Lian-yu (刘连煜 2001) divided CSR into three levels—legal responsibility, ethical responsibility, and discretionary responsibility. He analyzed the implementation of CSR from the point of corporate governance structure. Lu Dai-fu (卢代富 2002), in his book "Analysis of Economics and Law in Corporate Social Responsibility",

systematically elaborated CSR by combining economics with law. He argued that CSR referred to corporations' responsibilities to maintain and promote the interests of the entire society. Such responsibilities should involve in employees, customers, environment, community and the society, rather than focus on maximizing profits for shareholders. These studies on CSR are representative and have been frequently quoted in the literature.

In the industry, under the background of global economic integration and fast growing international trade, CSR has been seen as an effective means to build up a harmonious society (Pan Si-yu 2006 潘思谕 2006). Chinese government departments, NGO and corporations all seek to promote the CSR movement for sustainable development (JIA Sheng-hua & ZHENG Hai-dong 2007, 贾生华, 郑海东 2007). Moreover, more and more corporations realized that CSR could help to enhance competitiveness and reputation, while at the same time, attract and retain competent employees. These advantages in turn will improve business performance. Accordingly, the engagement in CSR movement was more active and voluntary, making CSR a generalized social action.

Today, economic globalization has become the mainstream of world economic development. Efforts for establishing a new and fair international order are developing. However, the overall awareness of CSR in China has not been raised (LI Jian-min & Wang Li-xia 2005, 李建民, 王丽霞 2005). Some corporations' social performance is far from satisfactory. At present, China has yet developed a uniform standard of CSR, a lot of corporations take profit maximization as their primary goal while ignoring CSR issues. Therefore, CSR incidents occur quite frequently, with examples such as the

Zhili toy factory fire in Shenzhen, the numerous serious coalmine safety accidents in Shanxi province, and the pharmaceutical "Xinfu" incident in Anhui province. In particular, the food safety incident "Sanlu Scandal" in 2008 once again reflected the lack of CSR and highlighted serious social problems (ZHU Jin-cheng 2006, 朱锦程 2006). These negative corporate behaviors greatly impacted the CSR process and become the barrier for companies entering western markets. Clearly, these events serve as a wake-up call for China to attach serious importance to CSR. As a response to the CSR incidents, both the Chinese government and corporations have placed much emphasis on ethical business and social sustainability. Although CSR in China faces many challenges ahead, promising attempts have been made to lay down systematic CSR codes and to strengthen CSR consciousness for sustainable development.

In sum, the differences between China's understanding of CSR and western ideas of CSR lie in: (1) differing from western countries, cultural tradition in China put much emphasis on harmony and collectivism, in which social responsibility is universal in nature. (2) China is a developing country, which means the economic development has been put in the first place. While CSR does exist, it has yet spread throughout the corporations' goals. (3) Unlike western countries, the government in China has control of the corporations. Thereby, the government plays a key role in promoting and supervising CSR.

**2.3 Theoretical background**

**2.3a CSR and stakeholder perspective**

Stakeholders are the individuals and groups who can affect and also can be affected by a corporation's activities (Freeman, 1984). The stakeholder was first conceptualized by Freeman (1984) in his book: "Strategic Management: A Stakeholder Approach". The essence of this perspective is that corporations should undertake more extensive responsibilities to their key stakeholder groups, which includes their employees, customers, suppliers, and communities.

The stakeholder perspective identifies the relationship between the stakeholder and corporate performance. It is suggested that stakeholder theory is closely related to CSR in terms of how corporations impact their stakeholders. Based on stakeholder theory, corporations are suggested to undertake social responsibilities by taking into account the interests of all stakeholders who might be affected by their activities. Wood and Jones (1995) propose three roles of stakeholders to justify the importance of stakeholders' evaluation on CSR: (1) Stakeholders are the source of expectations of CSR, (2) Stakeholders experience the effects of CSR, and (3) Stakeholders will make evaluation on CSR.

Employees are one of the most important stakeholder groups whose interests must be taken into account (Clarkson 1995). Since they can be affected by and also affect their organization's activities, the employees play a key role in the success or failure of their organization. In this way, employees are likely to be affected by the CSR programs and react differently at work (Koh & Boo 2001, Peterson 2004). However, little is known about how the employees perceives and react to the CSR programs. In this study, an attempt has been made to explore the relationship between employees' perceptions of CSR and their attitudinal and behavioral reactions.

**2.3b CSR and relevant theories**

Social identity theory, organizational justice, and social exchange theory underpin the relationship between employees' perception of CSR and their attitudinal and behavioral outcomes.

Social identity theory was originally proposed by Tajfel and Turner (1979). It is an integrative theory about the perception of psychological basis of intergroup discrimination. Social identity theory is concerned with both the psychological and sociological aspects of group behavior. It studies the impact of individual perception, social categorization and group distinctiveness on individuals' attitudes and behaviors (Cinnirella 1998). Social identity theory suggests that individuals categorize themselves as members of certain social groups. The individuals may achieve positive self-esteem when they sense an in-group identity that differentiates themselves from the out-groups. By doing so, their behaviors will conform to the group (Taifel, 1982). Turner (2001) also argued that individuals see themselves more as similar representatives of their in-group. Their reactions thus are not regarded as individual behaviors but as the common characteristics of their group.

In this study, employees are the individuals who attempt to achieve positive social identity from their perception of CSR. According to social identity theory, a corporation's engagement in CSR will promote employees' identification with their corporation. The identification will lead to a positive reaction to the organization's CSR program (O'Reilly & Chatman 1986, Rodrigo & Arenas 2008).

Organizational justice is the study of people's perception of fairness in the organizations. It refers to the ways in which employees determine if their organization treats them in a fair way. The study of organizational justice has progressed steadily since Adams (1965) introduced the concept of distributive inequity. Justice is a basic social expectation, which will motivate work behaviors (Trevino & Weaver 2001). The

perceived justice will guide employees' subsequent attitudes and behaviors (Moorman 1991). Thereby, when employees perceive justice, they will react positively to their organization.

Organizational justice and CSR share common principles (to be ethical, to be fair) and similar outcomes (positive work attitudes and behaviors) (Folger, Cropananzo, & Goldman, 2005). That is, employees experience and evaluate their corporation's CSR programs. The CSR perception is expected to function as a fairness measurement to guide employees' decisions about their relationship with their corporation (Liao & Rupp 2005). The extent of the fulfillment of fairness will affect employees' work attitudes and behaviors.

Social exchange highlights that social behavior is the result of an exchange process (Blau 1964). The exchange refers to a reciprocal behavior (Konovsky & Pugh 1994). Specifically, if employees feel happy when they are working in their corporation, they are likely to actively support their corporation as a mutual social exchange. Sometimes, employees may even engage in extra-role behavior to reciprocate the treatment that they receive from their organization (Organ 1990).

Previous studies have shown a significant relationship between perceived organizational support and individual extra-role behavior based on the reciprocal rationale (Moorman 1993, Tepper & Taylor 2003, Gonzalez & Garazo 2006). Based on social exchange theory, when the CSR programs fulfill employees' expectation, employees are likely to show positive work attitudes. The positive attitudes will in turn lead to their efforts in support of the corporation such as extra-role behaviors (Organ & Lingl 1995). Hence, the social exchange could explain the relationship: that perceived CSR would lead to employees' work attitudes and behaviors.

**2.4 Empirical Studies on CSR**

In the literature, there are a variety of empirical studies on CSR. A body of research has examined the relationship between CSR and corporate financial performance (CFP). These empirical studies have provided mixed findings of the impact that CSR has on financial results.

In addition to conducing new research on the relationship between CSR and financial performance, Griffin and Mahon (1997) contributed to categorizing previous research results to see the pattern of the relationship. The authors classified 62 research results into three categories: positive correlation, negative correlation, and no correlation. Based on previous literature that spanned 25 years of research, Griffin and Mahon identified 33 research results with a positive relationship, 20 results with a negative relationship, and 9 that found no relationship. According to their categories, CSR is more likely to positively influence the financial performance (Griffin & Mahon 1997).

Previous studies also linked corporations' social performance with job attractiveness. The focus of these studies was on how the potential employees react to CSR. Turban and Greening (1997) linked CSR to organization's attractiveness to job seekers. The main concern of the research was: CSR programs may have an impact on job seekers' evaluation of the organization. The findings indicate a positive relationship between CSR and organization attractiveness. Specifically, prospective employees may recognize CSR in view of corporate image and reputation. Organizations that engage in CSR may see it as a competitive advantage to attract a higher quantity and quality of job seekers.

Based on Turban and Greening's (1997) study, Backhaus, Stone and Heiner (2002) extended previous studies by examining job seekers' perceptions of CSR and the effects

of CSR dimensions on organizational attractiveness. The authors in the study explored the relationship in a more detailed way. They went further to consider job seekers' different attributes, such as job seekers' gender, race, and their knowledge of CSR (Backhaus et al. 2002). The results are in line with Turban & Greenings' (1997) finding: there is a positive relationship between CSR and organization attraction. The follow-on studies (Coldwell, Billsberry, van Meurs & Marsh 2008) also provided strong evidence for the positive effect of CSR on organization's attractiveness. Results of these empirical studies indicated that corporate social performance will increase the attractiveness of the organization to job seekers.

Some other studies have empirically explored the relationship between organizational ethics and work attitudes. Koh and Boo (2001) associated organizational ethics with job satisfaction from three different aspects of ethics: 1) top management support for ethical behavior, 2) ethical climate, and 3) association between ethical behavior and career success. By drawing on organizational justice theory, the authors argued that ethics perceptions at work would influence employees' attitudes. Organization's ethical activities may provide evidence to fulfill employees' psychological fairness. The fulfillment will in turn affect employees' work attitudes (Koh & Boo 2001). Their findings show support for the beneficial effect of organizational ethics on work attitudes.

Lin and Wei (2006) empirically tested the effect of organizational ethics on work attitudes and behaviors in the context of mergers and acquisitions. They contribute to the literature by (1) examining the relationships of ethical factors, organizational commitment, and job performance, and (2) by examining the mediating role of organizational commitment between organizational ethics and job performance (Lin & Wei 2006). The results show that organizational ethics in mergers and acquisitions

settings are significantly associated with work attitudes and performance. Meanwhile, the organizational commitment of employees from acquired companies mediates the relationship between perceived organizational ethics and job performance.

In addition, the effect of CSR on work attitudes and behaviors has been investigated at the individual level, namely the employees' perception. Peterson (2004) examined the effect of CSR on organizational commitment from the employees' perception. He applied social identity theory to explain the relationship between the two constructs. Employees tend to identify with and behave as part of certain social group. If their organization has a reputation of performing well, employees would like to identify with the organization. This will lead to their positive attitudes toward their organization, such as job satisfaction (Peterson 2004). The author also considered other factors in the relationship: 1) employees' CSR belief, 2) four measures of CSR, and 3) gender difference. The empirical reports show that employees' perception of CSR does have an effect on their work attitudes.

More recently, Valentine and Fleischman (2008) linked three constructs (ethics programs, perceived CSR and job satisfaction) to explore how the perceived CSR would mediate the positive relationships between ethics programs and job satisfaction. The authors regarded CSR as extension of ethics programs, which focuses on organization's ethical obligations to society. Employees evaluate CSR on the basis of the ethics programs. The perceived CSR in organizations offered ethics codes that result in positive work attitudes (Valentine & Fleischman 2008). Findings of their study show that the three constructs are positively associated. The results also support the relationship of the mediating role of employees' perceptions of CSR in the relationships between ethics programs and job satisfaction.

The literature of both theoretical and empirical scope of CSR research shows that

growing attention has been given to CSR, especially at the employee level. According to CSR literature, it was found that CSR and work attitudes and behaviors are related. However, prior research has focused on either the effect of CSR on potential employees or the unitary variable of employees' reaction to CSR (i.e. job satisfaction, organizational commitment). Little empirical work has been done on a holistic framework. That is, no such model has been proposed that examines the effect of current employees' CSR perception on work attitudes and behaviors. Therefore, there is a need of a synthesized model of the impact of CSR on employees' attitudes and behaviors. Moreover, employees' work attitudes and behaviors might be affected by the national context. Previous studies have mainly focused on American and other western countries, while the CSR effect in the context of China has yet been investigated empirically. This research will fill this gap by investigating the impact of employees' CSR perception on work attitudes and behaviors in Chinese setting.

Based on the literature review, the model proposed in this study will link perceived CSR with employees' work attitudes (job satisfaction and organizational commitment) and behaviors (extra-role behavior and in-role behavior). Specifically, according to social identity theory and organizational justice theory, the perceived CSR will improve employees' attitudes at work. Combining with social exchange theory, employees may reciprocally support their organization by positively perceiving the socially responsible activities. Furthermore, the work attitudes will function as mediators between CSR perception and work behaviors.

By reviewing the development of CSR in China, CSR has shown different expression due to China's cultural background, economic development stage and government control. The research based on the distinctive characteristics of China will show new perspective on the CSR literature. Thereby, the model of this study will focus on these

relationships from Chinese employees' perception.

The framework in the next chapter specifies the impact of Chinese employees' perception of CSR on work behaviors, through the mediating effects of work attitudes.

# Chapter Three: Framework & Hypotheses

After the overview of the CSR literature and relevant research, the framework and hypotheses are developed. The model demonstrates how perceived CSR affects employee work behaviors through two mediators, namely, job satisfaction and organizational commitment as depicted in Figure 3.1.

Employees' perception of CSR is the starting point of the model. Different CSR dimensions may affect employees' different work attitudes and subsequent behaviors. For example, it has been suggested that CSR can affect different workplace attitudes such as job satisfaction and organizational commitment (Peterson 2004, Valentine & Fleischman 2008) and different behaviors such as OCB and IRB (Swaen & Maignan 2003).

This study moves beyond the question of the direct link between perceived CSR and employee performance by considering the mediating role of employee attitudes. In this respect, the relationship between perception and behavior could be mediated by employee attitudes and cognitions (Kopleman, Brief & Guzzo 1990). The objective of this research is to develop and test a model describing the potential influence of CSR perception on employees' attitudes and subsequent performance in China's context. The model below links the relevant constructs together and describes job satisfaction and organizational commitment as mediators in the relationships. The theoretical groundings of the model are based on the insights from Organizational Justice Theory (Moorman, 1991), Social Identity Theory (Tajfel & Turner 1985) and Social Exchange Theory (Blau 1964).
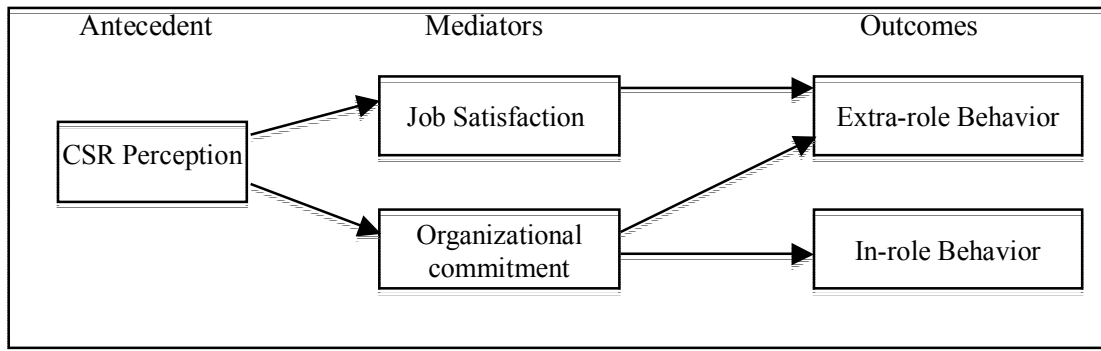
Figure 3.1: Framework of the CSR-Behavior relationship

## 3.1 Variables in the Framework

### 3.1a Antecedent: CSR Perception

Corporate Social Responsibility (CSR) is a concept based on the idea that corporations should be responsible for all their stakeholders in their business processes to benefit society (Freeman 1984). The responsibility is regarded as going beyond the traditional obligation that complies with legislation and taking voluntary actions to produce an overall positive impact on society. Thus, CSR is widely accepted as "the continuing commitment by a business to behave ethically and contribute to economic development while improving the quality of life of the workforce and their families as well as local community and society at large" (World Business Council for Sustainable Development, 2000).

Employees' CSR perception is derived from information about the organization's CSR programs. In other words, the perception of CSR is from a cognitive perspective, which differs from the actual CSR practice. In the organization, CSR perception refers to personal evaluations and interpretations of organization's activity at the individual level, while the latter refers to the actual business actions at the organizational level. It represents the individual cognition of the importance of CSR fulfillment. It is distinguished from external perspective of CSR such as organization image and

reputation, which are evaluated by public outside the organization (Brammer, Millington & Rayton 2007). Employees' CSR perception is their own internal cognition of the organization. This cognition serves as a reference point in employees' evaluations of an organization's involvement in CSR programs. The formation of employees' attitudes and behavior is suggested to derive from such cognitive processes (Beckler 1984, Crites et al. 1994). As a result, this study will concentrate on employees' CSR perception to explore its effect on the subsequent work attitudes and behaviors.

### 3.1b Mediators: Job Satisfaction & Organizational Commitment

#### (a) Job Satisfaction

Job Satisfaction is defined as a positive emotional state resulting from one's evaluation of work experience (Locke 1976). The experience includes all characteristics of the job and the work environment. That is, job satisfaction is a variable that depends on various aspects of the relationship between the individual and work.

The concept of job satisfaction has been the subject of organizational psychology research for a long time. It is originated from the concept of morale (Viteles 1932), and is later analyzed from various perspectives in order to explore its possible antecedents and consequences. Recently it has been frequently related to the individual's perception of organization performance (Koh & Boo 2001, Valentine & Fleischman 2008) and individual's behavior at work (Gonzalez & Garazo 2006, Maharaj & Schlechter 2007). The rationale behind this is that the activities of an organization have a direct effect on the attitude and behavior of its members who may react based on their perception and appraisal of the organization.

#### (b) Organizational Commitment

Organizational Commitment is conceptualized as the extent to which an individual

identifies with and involves in an organization (Steers 1977). Employees who are committed to their organization (1) have a strong belief in the organization's goals and values, (2) present a deep desire to stay and keep the relationship with the organization, and (3) express a willingness to make great contribution to the organization (Meyer & Allen 1997). In view of this, organizational commitment is an attitudinal variable that refers to employees' psychological attachment to an organization.

Organizational commitment has been widely discussed from three aspects (Meyer & Allen 1991): affective commitment (positive emotional attachment to the organization), continuance commitment (perceived high costs of leaving the organization), and normative commitment (feelings of a moral obligation to the organization). These aspects of commitment derive from different bases and mindsets, and will result in different workplace behaviors (Meyer & Allen 1991). Affective commitment is based on personal identification. Continuance commitment is based on the benefits to stay on in the organization. Normative commitment is based on organizational socialization and a feeling of obligation. Among them, affective commitment has gained much attention in the attitudinal research because it is based on psychological attachment (Meyer & Allen 1991).

Chinese scholars (ZHANG Zhi-can, LING Wen-quan & FANG Li-luo 2000, 张治灿，凌文辁，方俐洛 2000) have proposed five aspects of organizational commitment based on Chinese context (affective commitment, normative commitment, ideal commitment, economic commitment and opportunity commitment). Both the affective and normative commitment of organizational commitment in the Chinese context are the same as that in western countries. Their meanings are also consistent with the ones in Meyer and Allen's (1991) model. Economic commitment and opportunity

commitment embody the continuance commitment. However, ideal commitment (i.e. being able to learn and having the opportunities to improve and be promoted so as to actualize ideals) is not involved in the western organizational commitment model (ZHANG Zhi-can et al. 2000). Since organizational commitment in China and western countries are similar, this study will use Meyer and Allen's authoritative three components of commitment.

### 3.1c Outcomes: Extra-role & In-role Behavior

Some researchers consider work performance as consisting of in-role and extra-role behaviors. The distinction between these two kinds of work performance has started as early as in the 1960s (Katz 1964). However the distinction does not seem to be fully captured in past research. Not only managers but also employees are confused with the concept of extra-role behavior and in-role behavior. Previous studies have indicated that the two kinds of behaviors are intertwined and interrelated (MacKenzie et al. 1998). In addition, the boundary between in-role and extra-role behavior is not that clear and will vary with regards to organizations, situations and cultures (Moorman & Blakely 1995, Paine & Organ, 2000). In China's organizational context, for instance, the expression of in-role and extra-role behavior is different from Western countries due to the rules of reciprocation and role obligations (Farh et al. 1997). Therefore, it is important to distinguish the two perspectives of work performance in this study.


### *(a) Extra-role Behavior*

Extra-role behavior is defined as an individual discretionary behavior that goes beyond the formal reward system and promotes organizational effectiveness (Bateman & Organ 1983, Organ 1988, Van Dyne et al. 1994). It refers to employees' undertaking of

spontaneous activities out of the needed requirement and embodies a subtle relationship between employee and the organization.

Organizational Citizenship Behavior (OCB) as an extra-role behavior has received much attention in the past decade. Five most widely used dimensions of the extra-role behavior are identified: altruism, courtesy, sportsmanship, civic virtue, and conscientiousness (Organ et al. 2006). Recent discussions that arose around the topic of extra-role behavior were based on several reasons. First, despite its disconnection from formal reward system (Hui Lam & Law 2000), extra-role behavior has been found to influence the evaluations of employees (MacKenzie, Podsakoff & Fetter 1991, Podsakoff & MacKenzie 1994). In other words, extra-role behavior will not generate organizational reward but it does have an effect on such decisions as employees' promotion, training, and compensation. Second, by definition it is assumed that extra-role behavior will result in favorable organizational outcomes (George & Bettenhausen 1990, Podsakoff & MacKenzie 1994, Podsakoff Ahearne & MacKenzie 1997). For instance, employees may be willing to help their coworkers and newcomers with work duties. This behavior will contribute to the overall organizational effectiveness and success. Third, and also the most important, extra-role behavior has been proposed to have close relationships with job attitudes, such as job satisfaction (Organ 1988, George & Bettenhausen 1990). This could be interpreted in such a way that employees with positive attitudes may develop a willingness to reciprocate positively within their organization. Recent empirical studies have provided a great deal of evidence of the relationship between job satisfaction and OCB (Netemeyer et al. 1997, Adam 2001, Gonzalez & Garazo 2006). In order to better understand the extra-role performance and its possible antecedent, it is necessary to take into account its distinction from in-role behavior.

## *(b) In-role Behavior*

In-role behavior is regarded as activities of employees in carrying out their job requirement that are directly related to the formal reward system (Brief & Motowidlo 1986). It has been described as an individual level variable (Campbell 1990). Namely, in-role behavior is performed by employees and differs from broader constructs such as organizational performance. Although in-role behavior is analyzed from the individual perspective, it is asserted that this job role performance must be consistent with organizational goals by complying with the rules and laws. For example, employees should make efforts to avoid making mistakes in their work so as to meet basic job responsibilities that was assigned by their organization. Therefore, such behavior is believed to be obligation-oriented and is also recognized for promoting organization outcomes.

In-role behavior is not a new topic, especially in the traditional economic context, which merely highlights the fulfillment of organizational goals. However, it is still of interest to researchers because of its relationship with extra-role behavior. It is assumed that the incentive to engage in in-role behavior is stronger than that of extra-role behavior (Morrison 1994). That is, the motivation for in-role behavior is greater than for extra-role behavior because the former directly relates to employee evaluation and the formal reward system. Given the different points of focus of the two employee behaviors, the employees' perception of an organization's activities, for example social responsibility programs, may affect each of the two subsequent behaviors in different ways. Specifically, the influence of employee CSR perception on in-role behavior may function through different job attitudes, such as organizational commitment.

## 3.2 CSR Perception-Behavior Relationship

Employee perception of the work environment has drawn much attention among researchers in the organizational literature. It is a psychological interpretation of organization's activities that has been seen as a predictor of individual performance such as organizational citizenship behavior (Moorman 1991) and job performance (Pritchard & Karasick 1973). However, the relationship between employee perception of CSR and their behavioral outcomes has not been recognized adequately. Given that employee perceptions may have a significant effect on individual behaviors (Parker et al. 2003), employees' perception of CSR is assumed to predict individual-level outcomes such as work attitudes (job satisfaction and organizational commitment), and work performance (in-role and extra-role behavior).

Employee perception is subjective because it represents employees' interpretation of organizational activities and sense-making process (Rousseau 1988, Weick 1995). Such perception will in turn lead to employees' attitudinal and behavioral reaction (Rodrigo & Arenas 2008). For example, if employees have a positive perception on an organization's socially responsible activities, they may consider this organization to be ethical, and then they may reciprocate by displaying OCB (Moorman 1991). Organizational justice theory and social exchange theory will underlie the CSR perception-behavior relationship. Organizational justice theory highlights that employees' perceptions of organizational fairness will fulfill their psychological need and subsequently affect their subsequent work attitude and behavior (Koh & Boo 2001). According to social exchange theory, employees who have positive work attitude show reciprocal support for organization, either in the form of in-role or extra-role performance (Organ & Konovsky 1989).

Moreover, CSR is embodied in organizational culture, which integrates employees' values, beliefs, as well as the way to think and behave (Rousseau, 1990). Employees

will better identify with an organization whose values match their own. The identification encourages employees to associate their personal values with volunteer efforts that are important to both the organization and themselves (O'Reilly & Chatman 1986). Therefore, in the culture of a socially responsible organization, positive perceptions of CSR will be significantly associated with increased work efforts. In this respect, the perception of CSR may guide employees' relevant work performance.

Despite the difference that CSR is an organizational-level construct while employee perception of CSR is a variable measured at the individual level, the perception bridges the individuals with their organizations. The reasons for focusing on the individual-level CSR in this study are (1) the literature on the relationship between CSR and employee reaction reveals that employees' work performance is developed on the basis of individual interests by expressing an agreement with organization (James, Demaree & Wolf 1993), (2) employee perceived CSR is a reflection of organization performance at individual-level. Studies at individual-level will underpin and help to build theory at the organizational-level, and (3) most importantly, employees' perception have been related to a variety of individual-level outcomes in organizational behavior research, including job satisfaction, organizational commitment and employee performance (Parker et al. 2003).

However, the impact of the CSR perception on employee behavior may not be direct. That is, the influence of individuals' perception of organizational activities on their behaviors could be mediated by attitudinal and cognitive state (Tansky 1993, Rifai 2005, Gonzalez & Garazo 2006), such as job satisfaction and organizational commitment (Moorman, Niehoff & Organ 1993, Parker et al. 2003). Since CSR highlights concern for others' interests and well-being (Carroll 1999), the perception of CSR may influence the employees' feelings and attitudes as well as their subsequent

behaviors, either in-role or extra-role performance. As a result, it is proposed that job satisfaction and organizational commitment will mediate the effect of CSR perception on individual performance (Figure 1). Specifically, job satisfaction may mediate the relationship between CSR perception and extra-role behavior (OCB), while organizational commitment may mediate the relationship between CSR perception and in-role behavior (IRB).

## 3.3 Perceived CSR & Job Satisfaction

In terms of the four categories of CSR (Carroll 1979), the perception of CSR refers to the extent to which individuals perceive an organization as undertaking the economic, legal, ethical, and discretionary responsibilities exerted by its stakeholders (Maignan & Ferrell 2001). The employees, being one of the most important stakeholder groups of the organization, cares about organizations' fulfillment of social requirements (Rodrigo & Arenas 2008), and this may lead to an influence on their job attitudes. This can be explained by drawing on organizational justice theory. Organizational justice refers to the ways in which employees determine if their organization treats them in a fair way (Moorman, 1991). It is suggested that CSR can frame employees' perceptions of organizational justice (Rupp et al. 2006). The underlying premise is that CSR takes into account the interests of not only shareholders but also all the other stakeholders. It provides employees with evidence to fulfill their psychological needs for fairness in the workplace. When a person feel fairly treated, he/she feels positive towards his/her job. In this study, employees who perceive their organizations to be socially responsible are likely to perceive their organizations as being fair to them as well. The sense of justice will enhance employee attitudinal reaction because it is asserted to positively affect employee job attitudes (Leigh et al. 1988). Therefore, employees' perceived CSR programs might promote their positive work attitudes such as job satisfaction.

Job satisfaction is regarded as the propensity of an individual's psychological state towards their work (Locke 1976). It is stemmed from employees' perceived treatment and actions of their organization (Vitell & Davis 1990). This employee-based job attitude is a central concern in organizational research and is proved to be associated with many organizational variables (Spector, 1997). Previous research has indicated that organizational ethics increase job satisfaction (Vitell & Davis 1990, Singhapakdi et al. 1996, Koh & Boo 2001). Specifically, employees generally demand for organizational ethics. They prefer organizations that promote ethical beliefs and principles. By fulfilling employees' expectations of organizational ethics, which is an aspect of CSR, organizations are expected to improve job satisfaction (Koh & Boo 2001). Therefore, given the overlap between organizational ethics and CSR, employees who perceive organization's social awareness and engagement are likely to display a high level of job satisfaction.

Prior research has examined the relationship between employees' perception of CSR and their job satisfaction (Jose & Thibodeaux 1999, Valentine & Barnett 2003, Trevino & Nelson 2004). More recently, researchers have proven that employees' perceived CSR are positively related to job satisfaction, with a large number of samples from various industrial areas (Valentine & Fleischman 2008). Employee job satisfaction is found to be higher in organizations that are perceived to be socially responsible. This finding further confirms the effect of CSR perception on job satisfaction. CSR practices create a favorable work situation in the organizations that connects to employees' immediate job satisfaction. Hence, it is in the strong likelihood that a significant correlation exists between employees' perceived CSR and job satisfaction. Based on the above arguments, hypothesis 1 is proposed:

*H1: Employees' perception of CSR is positively and directly related to their job*

*satisfaction.*

## 3.4 Perceived CSR & Organizational Commitment

Organizational commitment refers to the psychological attachment of employees' identification and involvement in an organization (Steers, 1977) and is characterized as (1) strongly believe and accept organization's goals and values, (2) willing to contribute to organization, and (3) desire to stay in the organization (Porter et al. 1974), which means the commitment is not a reflection of employees' ethical model but their organization's.

The relationship between perceived CSR and organizational commitment could be explained from social identity perspective. Based on social identity theory, individuals categorize and identify themselves within a social group. The identification is derived from the organization in which the employees define themselves in terms of what they believe the organization represents (Pratt 1998). It provides individuals with the context for comparison and helps them to shape self-concepts (Tajfel & Turner 1985, Dutton, Dukerich & Harquail 1994). Previous studies have indicated that employees' self-concept is affected by policies and activities of the organization (Kreiner & Ashforth 2004). In particular, self-concept is more likely to be enhanced in an organization that engages in CSR (Maignan, Ferrell & Hult 1999, Peterson 2004). The high self-concept is likely to increase employees' organizational commitment because employees would like to adhere to organizations that can enhance the identity (Tyler 1999). In addition, Armenio Rego, Miguel and Jorge Faria (2009) focused on the relationship between four dimensions of responsibility and affective commitment. They found that the perceptions of discretionary responsibility toward employees are significantly related to affective commitment. Therefore, employees' perceived CSR and organizational commitment might be positively linked. The perceived CSR

includes actions such as conforming to rules and regulations, reducing waste and pollution, treating employees and other stakeholders fairly, as well as engaging in community development (Maignan & Ferrell 2000). Organizations, which are perceived as socially responsible, provide a means for enhancing employees' self-concept. Employees who benefit from the enhancement of the self-concept are more likely to develop greater organizational commitment.

This line of reasoning suggests that, if an organization is involved in CSR and performs well, employees will like to identify with the organization and will be proud of their organization. This favorable reaction will lead to positive job attitudes towards the organization. For example, employees will be consistent with and committed to the organization based on a sense of identification (O'Reilly & Chatman 1986). Previous research also indicates that organizational commitment is higher in organizations that are ethical (Eisenberger, Fasolo & Davis 1990). Recently, researchers have examined that there is a positive relationship between perceived CSR and organizational commitment. They found that organizational commitment is bought by employees' internal and external perceptions of CSR (Peterson 2004, Bramer, Millington & Rayton 2007, Collier & Esteban 2007). As a result, employees' work attitudes are more likely to be positively influenced by their perception of CSR.

In view of the relationships above, if the organization responses to social issues in a positive way, employees will desire to identify with their organization, followed by positive work attitudes. In a word, employees' perception of an organization's social awareness will lead to organizational commitment. Thus, hypothesis 2 is proposed:

*H2: Employees' perception of CSR is positively and directly related to their organizational commitment.*

## 3.5 Mediator between perceived CSR and extra-role behavior

CSR perception is an interpretation of organization's socially responsible activities that may affect individual behaviors (Parker et al. 2003). The relationship, however, may not be direct.

## 3.5a Job Satisfaction between perceived CSR and OCB

Job Satisfaction is asserted as an important indicator of how employees feel about their organization and as a predictor of work behaviors (Organ & Ryan 1995). The most frequently investigated work behavior that correlated to job satisfaction has been extra-role behavior—organizational citizenship behavior (OCB) (Bateman & Organ 1983, Tansky 1993, Organ & Ryan 1995, Adam 2001, Gonzalez & Garazo 2006).

Being regarded as an extra-role behavior, OCB is defined as a discretionary behavior that goes beyond the formal reward system and promotes organizational effectiveness (Bateman & Organ 1983, Organ 1988). It is characterized by individual initiatives that help and encourage others in the organization. Such initiatives include improving workplace ethics, conforming to the rules of organization and voluntarily undertaking the work that out of job requirements (Organ 1988, Gonzalez & Garazo 2006). These behaviors are suggested to derive from employees' positive work attitude such as job satisfaction. Previous studies have investigated the relationships between job satisfaction and extra-role behavior (Organ & Konovsky 1989, Moorman 1991, Organ & Ryan 1995, Podsakoff Ahearne & MacKenzie 1997). A significant correlation has been found between the two. For example, Gonzalez and Garazo (2006) found a correlation between job satisfaction and OCB (b=0.171; $p<0.05$). The result is consistent with the findings of Netemeyer et al. (1997) and MacKenzie et al. (1998), indicating that job satisfaction might be the antecedent of OCB.

Social exchange theory (Blau 1964) provides the theoretical support for the relationship between job satisfaction and extra-role behavior. According to social exchange theory, individuals will be motivated to engage in voluntary actions as a reciprocal response to their satisfaction (Murphy et al. 2002). That is, if employees are satisfied with their job, they will make extra contribution to the organization in return. The satisfied employees are more likely to show mutual support for their organization and to voluntarily make efforts that go beyond their job requirement (Schneider et al. 2002, Mackenzie et al. 1998). This indicates a relationship between employee job satisfaction and extra-role behavior.

As argued earlier, employees' perception of their organization's involvement in CSR will increase job satisfaction. Meanwhile, job satisfaction may then have a positive effect on performance of extra-role behavior. For instance, satisfied employees will voluntarily devote their abilities, power and motivation to the organization. As a result, when the perceived CSR programs fulfill employees' expectation, the employees are likely to show extra-role behaviors to give in return what they have achieved. Combining the relationships together, this study thus proposes that employee job satisfaction play a mediating in the relationship between CSR perception and extra-role behavior. That is, employees' perception of CSR may have an impact on job satisfaction, and subsequently have an impact of extra-role behavior.

This study links employees' perception CSR with extra-role behavior by considering the mediating role of job satisfaction in the relationship concurrently. Therefore, hypothesis 3a is proposed that job satisfaction will mediate the relationship between CSR perception and extra-role behavior:

*H3a: The relationships between employees' perception of CSR and extra-role behavior will be mediated by job satisfaction.*

**3.5b Organizational commitment between perceived CSR and OCB**

Organizational commitment is suggested as another mediator between CSR perception and OCB. It refers to employees' identification with and involvement in an organization (Steers, 1977). Three aspects of organizational commitment (i.e. affective commitment, continuance commitment and normative commitment) indicate personal devotions to the organization (Williams & Anderson 1991). This sense of belonging is employees' feelings towards the organization, not included in the formal organizational rules. Since OCB represents behaviors that go out of the formal rewards system, organizational commitment is believed to be responsible for the extra-role behaviors.

Organizational commitment will be affected by employees' perceived treatment of their organization. On the basis of social exchange theory, when employees are committed to their organization, they would show mutual support for their organization and exceed the minimum requirements of their job (Meyer & Allen 1991). OCB as extra-role behavior is not formally rewarded by the organization, while it can also contribute to organizational effectiveness. In other words, OCB is discretionary behavior that will benefit the organization. In this sense, organizational commitment could be a predictor of OCB (Organ & Ryan 1995).

Previous studies have discussed and empirically examined the relationships between organizational commitment and employees' OCB (Organ & Ryan 1995, Schappe 1998, Maharaj & Schlechter 2007). O'Reilly and Chatman (1986) found that employees' organizational commitment based on their identification was the antecedent of extra-role behavior (OCB). The findings are important to subsequent studies because their study has examined different perspectives of commitment. Meyer and Allen (1997) investigated the relationship between organizational commitment and OCB. They found that of the three dimensions of commitment (i.e., affective, continuance and

normative commitment), affective commitment has the strongest positive correlation with OCB, followed by normative commitment. Continuance commitment shows no relationship with OCB.

Nonetheless, empirical studies demonstrated mixed findings of the relationship between organizational commitment and OCB. Some studies have reported that organizational commitment is an antecedent of OCB (O'Reilly & Chatman 1986, Morrison 1994, Schappe 1998), while some research results show that organizational commitment has no relationship with OCB (William & Anderson 1991). As a whole, a positive correlation is found between affective commitment and normative commitment with OCB. Therefore, it can be anticipated that employee's commitment to their organization will lead to extra-role behavior. It is expected that similar results would be found in the Chinese setting. Namely, organizational commitment will associate positively with extra-role behavior. Given the distinctive cultural context of China, this study will take all three aspects of organizational commitment into consideration.

All in all, employees' perception of CSR will have a positive influence on their feelings towards the organization, contributing to organizational commitment. The positive work attitude will ultimately affect their behaviors at workplace (Kopelman, Brief & Guzzo 1990). In other words, organizational commitment will play a mediating role between the CSR perception-OCB relationships. Hence, hypothesis 3b is proposed:

*H3b: The relationships between employees' perception of CSR and extra-role behavior will be mediated by organizational commitment.*

**3.6 Mediator between perceived CSR and In-role Behavior**

Researchers recently have attached importance to distinguishing in-role behavior from

extra-role behavior so as to examine the antecedents and consequences of the two constructs separately (O'Reilly III & Chatman 1986, MacKenzie et al. 1998, Piercy et al. 2006). Unlike extra-role behavior, in-role behavior refers to the formal requirement of employees' work performance in the organization (Brief & Motowidlo 1986). In this respect, the antecedents of in-role behavior may differ from extra-role behavior.

Organizational commitment implicates employees' acceptance of organizational policies, intention to remain in the organization. It has been given increased attention due to its positive and negative influence on work outcomes. For example, researchers associate high organizational commitment with increased productivity (Allen & Meyer 1997, Meyer et al. 2002). Given that organizational commitment implies a willingness to conform to organizational goals by meeting job responsibilities and to make efforts on behalf of the organization (Mowday Porter & Steers1982, Anderson & Oliver 1987), it is responsible for behavior that could be used to describe in-role behavior. Thereby, the attitudinal variable that may predict employee in-role behavior is regarded as organizational commitment.

Existing studies have examined the predicting effect of organizational commitment on employees' in-role behavior. For example, poor performance is found to be the consequences of weak organizational commitment in developing countries (Shaw, Delery & Abdulla 2003). The reason of this relationship is straightforward. That is, employees who are less committed to their organization may not exert favorable efforts to do well in their job. Even worse, they may not make efforts to meet their basic job responsibilities. On the contrary, employees with high organizational commitment are more like to adhere to their organization, and thus would fulfill their role requirement to contribute to the achievement of organizational objectives (Snape, Chan & Redman 2006). In view of this, organizational commitment and employee in-role behavior may

be positively related. Social exchange theory can also explain the relationship between organizational commitment and the in-role behavior. Specifically, when employees are committed to their organization, they are less likely to offend or do harm to their organization (Murphy & Jackson 1999). Rather, they will be more likely to give reciprocal support by complying with their organization. Hence, the sense of psychological attachment may motivate employees to willingly engage in and fulfill their job requirement, which is described as in-role behavior (Piercy et al. 2006).

As has been reasoned above, organization's involvement in CSR that perceived by employees would have an effect on their organizational commitment. Meanwhile, given the influence of organizational commitment on employee in-role behavior, there is a link between employees' perception of CSR and their in-role behavior, through one job attitude—organizational commitment. In other words, CSR perception may have a significant effect on organizational commitment, which is an antecedent of in-role behavior. In brief, organizational commitment will mediate the relationship between CSR perception and in-role behavior. Therefore, hypothesis 4 is proposed ultimately:

*H4: The relationships between employees' perception of CSR and* in-role behavior *will be mediated by organizational commitment.*

Hypotheses are summarized as follow:

| H1 | Employees' perception of CSR is positively and directly related to their job satisfaction. |
| H2 | Employees' perception of CSR is positively and directly related to their organizational commitment. |
| H3a | The relationships between employees' perception of CSR and extra-role behavior will be mediated by job satisfaction. |
| H3b | The relationships between employees' perception of CSR and extra-role behavior will be mediated by organizational commitment. |
| H4 | The relationships between employees' perception of CSR and in-role behavior will be mediated by organizational commitment. |

# Chapter Four: Methodology

This chapter outlines the details of the methodology adopted in this study, describing the processes of setting up the research. In this chapter, each step taken in the research is explained, with specific reference to the questionnaire design and measures of variables. Following this, data collection and pretest are described. The chapter concludes with a brief discussion of the analysis methods that are involved in the research.

## 4.1 Questionnaire design

A research questionnaire was designed to capture data for exploring the effect of employees' perceptions of CSR on work attitudes and behaviors in the context of China (see Annex A). The questionnaire was split into four parts. The items of the first three parts measured five variables of this study. The instrument of each variable was developed based on the work of established variables from previous studies.

Since the survey was conducted in China, this study adopted back translation methods (Brislin 1980). Namely, each item in the questionnaire was translated into Chinese. After that the Chinese version of the questionnaire was independently translated back into English. By comparing those two versions of the English questionnaire, the Chinese questionnaire was revised adequately. This would maintain the quality of the translation and ensure that the original meaning was kept and could be understood. Items are measured using five-point Likert scales, with 1 representing "strongly disagree" to 5 representing "strongly agree". The last part of the questionnaire invites respondents to provide background information such as gender, age and type of organization (see Annex B).

## 4.2 Measures

**4.2a Independent variables**

As discussed in chapter two, Carroll's (1991) four-part model provided comprehensive dimensions of CSR and has been widely accepted. This study will measure employees' perceptions of CSR based on the category of CSR. Maignan and Ferrel's (2001) scale was developed on the basis of Carroll's (1991) four-part CSR model. The CSR scale has been frequently adopted in the literature. Their scale was used in this study because it is an instrument for assessing organization's socially responsible activities from employees' perception. It had 18 items measuring four CSR dimensions: economic responsibility, legal responsibility, ethical responsibility, and discretionary responsibility. These items were examined in part A of the questionnaire. Participants were asked to evaluate a number of socially responsible initiatives according to the four categories of CSR.

**4.2b Mediating variables**

*Job satisfaction.* Job satisfaction measures employees' feeling about their job or organization. In this study it was measured using self-reported responses to Likert scales. In order to get an overall work attitude response toward CSR, a measure of employees' general job satisfaction was chosen. Based on Brayfield and Rothe's (1951) "Job Satisfaction Index", Agho, Price and Mueller (1992) developed a 6-item scale of job satisfaction. The new scale could be used in measuring various types of organization. Thus, it will be suitable for this study to get the assessment of employees' overall job satisfaction toward their organization. Items of job satisfaction were examined in the first half of part B of the questionnaire.

*Organizational commitment.* This research used Meyer and Allen's (1997) organizational commitment scale to measure organizational commitment.

Organizational commitment was measured with 19 items of the scale, which were examined in the second half of part B in the questionnaire. It contains three components of organizational commitment, namely affective commitment, continuance commitment and normative commitment. Affective commitment refers to emotional attachment to the organization. Continuance commitment is concerned with the costs of leaving the organization. Normative commitment is the feelings of an obligation to stay in the organization (Meyer & Allen 1997).

**4.2c Dependent variables**

Two categories of employee behaviors were measured: extra-role and in-role behaviors. This study used the instrument of the behaviors developed by Williams and Anderson (1991). The instrument includes a total of 21 items of employee work behaviors that developed based on previous work (Bateman & Organ 1983, O'Reilly & Chatman 1986, Organ 1988). Items of work behaviors consist of both organizational citizenship behavior (OCB) and in-role behaviors (IRB). The items of OCB contain both individual level (OCBI) and organizational level (OCBO) because OCB could target at specific individual and also the organization. Previous studies provided only a few instruments to measure employees' IRB. Based on O'Reilly and Chatman's (1986) work and the definition of IRB, Williams and Anderson's (1991) 7-item scale of IRB is more adaptable in this study.

In addition to using Williams and Anderson's (1991) widely accepted instrument of the workplace behavior, this study also drew on Farh, Zhong and Organ's (2004) scale of OCB. Farh et al. (2008) identified 18 major items of OCB. The items were developed based on the context of China. Due to China's distinctive social and cultural context, some of the items are different from those in the context of Western countries. Therefore, this scale was also adopted in this study given China's cultural and

organizational context. Using both instruments of work behavior will contribute to examining how the OCB items in Farh et al.'s scales correlate with Williams and Anderson's. Altogether, the two sources of work behavior measurement were examined in part C of the questionnaire.

## 4.3 Sample and Data collection

### 4.3a Sample

On the basis of the research objectives of this study, the sampling frame aimed at employees and managers working in various Chinese companies. The participants should be aged 18 years old or older and had been working more than 6 months with the organization as full-time employees.

### 4.3b Data collection

After obtaining the Institutional Review Board approval, the survey was formally conducted from September to October 2009 (see Annex C). Since the survey was conducted in China, the questionnaire was emailed to my friends in China to assist in distributing the questionnaire to people who met the requirement of the survey. After that all the questionnaires were scanned or mailed back to obtain the original responses. Subsequently, the data of the questionnaire was submitted and kept in the Singapore Management University database.

During the survey, over 400 questionnaires were distributed. Participants responded to the items on a Likert-type scale of 1 to 5. They were asked to indicate the degree to which they agreed or disagreed with statement concerning their perceptions about CSR, their feelings about their job or organization, and their behavior at work. In order to reduce potential biases, anonymity of the respondents was adopted in this survey. The information sheet highlighted that no attempt was made to identify the respondents on

the survey.

331 participants returned the questionnaires, a response rate of 82.8%. The descriptions of participants' personal information are presented by returned questionnaires (See Table 4.1).

| Attribute | Option | Percentage |
|---|---|---|
| Gender | Male | 52.0 |
| | Female | 48.0 |
| Age | Under 20 | 0.3 |
| | 21 to 30 | 61.0 |
| | 31 to 40 | 33.8 |
| | 41 to 50 | 4.9 |
| Work Experience | Less than 1 | 0.3 |
| | 1 to 2 | 8.2 |
| | 3 to 5 | 39.9 |
| | 6 to 10 | 32.9 |
| | More than 11 | 18.7 |
| Education | Secondary | 0.6 |
| | Diploma/Junior College | 11.5 |
| | Bachelor Degree | 58.9 |
| | Graduate Degree | 29.0 |
| Position | Top Level | 3.6 |
| | Upper Middle Level | 12.1 |
| | Middle | 35.0 |
| | Lower Middle Level | 36.6 |
| | Junior Level | 12.7 |
| Organization Type | Social service/Charity | 5.1 |
| | Public sector/Civil Service | 14.2 |
| | Private sector/Business | 48.0 |
| | Multi-national corporation | 20.9 |
| | Others | 11.8 |
| Number of Employees | Less than 200 | 48.9 |
| | 200 to 3000 | 38.4 |
| | More than 3000 | 12.4 |
| | Other | 0.3 |

Table 4.1: Background information of participants

**4.4 Pretest of the questionnaire**

After completing the translation, a pilot-test was conducted to examine whether the respondents will comprehend all the items to which they are expected to respond (Brislin 1980). This was to ensure that the questionnaire could be adopted in the research. The questionnaire was distributed to 25 employees or managers in various corporations in China. Participants responded to the questionnaire regarding their perceptions on CSR, feeling about job, organization, and work behaviors.

Reliability test was executed using to Cronbach's α to examine the internal consistency. When Cronbach's α exceeds 0.70, all items are highly interrelated and the questionnaire is highly reliable (Nunnally 1978). The pilot test of the questionnaire showed that all the values of the factors were above 0.70. Cronbach's α confirmed the reliability of the questionnaire (See Table 4.2).

| Variables | Cronbach's α |
|---|---|
| CSR Perception | .808 |
| Job Satisfaction | .866 |
| Organizational Commitment | .810 |
| OCB | .733 |
| IRB | .743 |

Table 4.2: The reliability analysis of variables (Pretest)

**4.5 Analysis method**

The following statistical methods were used to analyze the data collected from the survey:

**(a) Descriptive statistic analysis**

This analytical method describes the characteristics and attributes of sample. It examines the frequent distribution, mean, variation and percentage distribution of attributes. The attributes include gender, age, working experience, education, position

and type of organization.

**(b) Internal reliability**

This study use Cronbach's α to examine the internal consistency of each variable. If the Cronbach's α is below 0.6, the item is undesirable and the internal reliability dose not meet the requirement.

**(c) Mediation regression analysis**

Mediation regression analysis is used for exploring the relationship between independent and dependent variables (Baron & Kenny 1986). To test for mediation, this study estimated three regression equations: First, to regress the mediator on the independent variable, namely, to regress employees' work attitudes (job satisfaction and organizational commitment) on their perceptions of CSR. Second, to regress the dependent variable on the independent variable, namely, to regress employees' work behaviors (extra-role and in-role behaviors) on their perceptions of CSR. Third, to regress the dependent variable on both the independent variable and on the mediator, namely, to regress employees' work behaviors on their perceptions of CSR and work attitudes. By the mediation regression analysis, we could test whether employees' perceptions of CSR have significant impact on work behaviors through their work attitudes.

# Chapter Five: Data Analysis

This chapter analyzes the results from the collected data. SPSS version 18.0 was used in the analyses. Results of descriptive statistics have been presented in Chapter four. This chapter first analyzes the means and standard deviations of all study variables, together with reliability and correlations of variables. The results of mediation regression analyses are also presented in the next section. A summary of all the hypotheses is also presented.

## 5.1 Reliability test

This study used Cronbach's α to examine the internal consistency of each variable. Cronbach's α of 0.7 or higher is considered "acceptable" (George & Mallery 2003). Correlation estimates with two asterisks are significant at $p<0.01$, with an asterisk are significant at $p<0.05$ (2-tailed). Participants responded to a Likert scale of 1 to 5, indicating the extent to which they agreed or disagreed with the statements regarding their perceptions about CSR, feeling about job or organization, and behavior at work. The respondents also indicated their personal information such as gender, age, length of service, education level and organization size. Among them, length of service (work experience), education level and organization size (number of employee) were significant correlated with some of the research variables. Based on previous studies, these variables may affect work attitudes and behaviors (Schappe 1998, Peterson 2004, Valentine & Fleischman 2008). Thus, this study considered the length of service, education level and organization size as control variables. Summary of the reliability analysis is listed below (Table 5.1).

Table 5.1: Inter-Correlation Matrix and Alpha-Coefficient

| | Mean | Std. Deviation | CSR1 | CSR2 | CSR3 | CSR4 | JS | Aff Com | Con Com | Nor Com | OCB CH | IRB | OCBO | OCBI | Work Year | Educa-tion | No. of Emp |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| CSR1 | 3.29 | 0.71 | (.641) | | | | | | | | | | | | | | |
| CSR2 | 3.52 | 0.75 | .426** | (.714) | | | | | | | | | | | | | |
| CSR3 | 3.66 | 0.61 | .465** | .571** | (.632) | | | | | | | | | | | | |
| CSR4 | 3.43 | 0.70 | .432** | .501** | .600** | (.683) | | | | | | | | | | | |
| JS | 3.24 | 0.68 | .323** | .468** | .416** | .461** | (.829) | | | | | | | | | | |
| AffCom | 2.98 | 0.42 | .114* | .078 | .043 | .128* | .181** | (.772) | | | | | | | | | |
| ConCom | 3.24 | 0.60 | .029 | .047 | .027 | .041 | .149** | .242** | (.725) | | | | | | | | |
| NorCom | 3.15 | 0.54 | .261** | .292** | .313** | .396** | .571** | .292** | .287** | (.784) | | | | | | | |
| OCBCH | 3.87 | 0.50 | .255** | .306** | .418** | .404** | .467** | .090 | .201** | .367** | (.910) | | | | | | |
| IRB | 3.56 | 0.37 | .106 | .189** | .251** | .209** | .321** | .228** | .212** | .215** | .510** | (.800) | | | | | |
| OCBO | 3.15 | 0.39 | .053 | .114* | .156** | .061 | .042 | .076 | .085 | .064 | .184** | .348** | (.773) | | | | |
| OCBI | 3.78 | 0.54 | .246** | .296** | .383** | .294** | .345** | .014 | .143** | .227** | .667** | .395** | .293** | (.841) | | | |
| WorkYear | 3.62 | 0.89 | .073 | .124* | .038 | .131* | .161** | .093 | .050 | .184** | .093 | .075 | .020 | -.036 | 1 | | |
| Education | 4.16 | 0.64 | .055 | .132* | .035 | .049 | .086 | .104 | .034 | .061 | .112* | .095 | .053 | .077 | -.007 | 1 | |
| No.of Emp | 1.64 | 0.70 | .037 | .108* | -.002 | .113* | -.066 | .031 | .114* | -.003 | .032 | .059 | .047 | .018 | .223** | .185** | 1 |

**. Correlation is significant at the 0.01 level (2-tailed).
*. Correlation is significant at the 0.05 level (2-tailed).
(). Parenthesis denotes Alpha-Coefficient.

CSR1 – Economic Responsibility
CSR2 – Legal Responsibility
CSR3 – Ethical Responsibility
CSR4 – Discretionary Responsibility

AffCom – Affective Commitment
ConCom – Continuance Commitment
NorCom – Normative Commitment
OCBCH – OCB in the context of China

The values of Cronbach's α of independent variables (i.e. economic, legal, ethical and discretionary responsibility) were around 0.70. The Cronbach's α of mediators and dependent variables (i.e. job satisfaction, organizational commitment, OCBCH, IRB, OCBO and OCBI) ranged between 0.70 and 0.90, indicating high internal consistency.

As mentioned earlier, this study adopted two sources of OCB measurements (Williams and Anderson 1991, Farh, Zhong and Organ 2004). The results show that two sources of OCB were highly correlated (p<0.01), suggesting that Chinese may behave similarly to westerners with respect to work behaviors. The Cronbach's α values of the OCB measures were all above 0.70.

## 5.2 Mediation regression analyses

The mediation regression analyses as recommended by Baron and Kenny (1986) involves three steps. In this study length of service (work experience), education level and organization size (number of employees) were used as control variables for the mediation regression analyses. See Table 5.2 to 5.18.

(1) The regression of mediator on independent variable (work attitudes on CSR perception).

(2) The regression of dependent variable on independent variable (OCB and IRB on CSR perception).

(3) The regression of dependent variable on both the independent variable and on the mediator (OCB and IRB on CSR perception and work attitudes).

In order to establish the mediating effect, results of the three steps must fulfill the following

criteria: (1) The independent variable must have a significant effect on mediators in the first step. (2) The independent variable must have a significant effect on the dependent variable in the second step. (3) Mediators must have a significant effect on the dependent variable in the third step. When all the criteria above are achieved, the effect of independent variable on dependent variable must be less in step (3) than in step (2). In addition, after controlling for the mediator, full mediating effect is achieved if the independent variable has no effect on dependent variable, while partial mediation is achieved if the independent variable has a significant effect on dependent variable.

**5.2a Regression of mediator on independent variable**

With respect to the first hypothesis, consistent with western findings, results indicate that employees' perception of CSR was positively related to job satisfaction after controlling for length of service, education level and organization size. As shown in table 5.2, job satisfaction was regressed on four dimensions of CSR. According to standardized coefficients, the regression results in the first step indicate that the independent variable (CSR perception) had significant effect on the mediator (job satisfaction) ($p<0.01$). Thus, employees' perception of all the four CSR dimensions is reliable predictor of job satisfaction. Therefore, hypothesis 1 is supported.

This study also examined the effect of CSR perception on each component of organizational commitment (i.e. affective commitment, continuance commitment and normative commitment). Table 5.3 shows that, two of the four CSR dimensions (economic responsibility and discretionary responsibility) have significant effect on affective commitment ($p<0.05$). However, there was no significant effect for the regression of CSR on

continuance commitment as show in table 5.4. This is consistent with what previous research has found (Sims & Kroeck 1994). However, table 5.5 indicates that all the four CSR dimensions had significant effect on normative commitment ($P<0.01$). Therefore, employees' CSR perception has greater significant effect on normative commitment than on the other two components of organizational commitment. Hypothesis 2 is partially supported.

**5.2b Regression of dependent variable on independent variable**

According to two sources of work behavior measurement (Farh et al. 2004, Williams & Anderson 1991) discussed in chapter four, the analyses of the effect of CSR perception on work behaviors in this section have been divided into four parts: (1) the effect of CSR perception on OCB, of which items were identified based on Chinese context (Farh et al. 2004), (2) the effect of CSR perception on IRB, (3) the effect of CSR perception on OCBI, and (4) the effect of CSR perception on OCBO. The latter three parts used performance scales developed by Williams and Anderson (1991).

Table 5.2 shows the effect of CSR perception on OCB in Chinese context. The results indicate that CSR perception has a significant effect on Chinese OCB ($p<0.01$). In terms of Williams and Anderson's (1991) work performance scale, the standardized coefficients in table 5.6 show that CSR perception also have a significant effect on IRB ($p<0.01$). Moreover, table 5.14 shows that all the four dimensions of CSR perception have significant effect on OCBI ($P<0.01$). The effect of CSR on OCBO in table 5.10 shows that economic responsibility and discretionary responsibility have no significant effect on OCBO.

**5.2c Regression of dependent variable on independent variable and mediator**

The regression of dependent variable (work behaviors) on independent variable (CSR perception) and mediator (work attitudes) showed mixed results.

According to Baron and Kenny (1986), when the independent variable has a significant effect on both mediators and dependent variables, mediators should also have a significant effect on the dependent variable in step (3) mentioned earlier. Meanwhile, the effect of independent variable on dependent variable must be less in step (3) than in step (2). When the independent variable has no effect on dependent variable in the third steps, it indicates a full mediation effect.

Table 5.2-5.5 show the relationships between CSR perception and Chinese context OCB. Results in the third step indicate that except for affective commitment, all the mediators (job satisfaction, continuance and normative commitment) had significant effects on the Chinese context OCB. In addition, the effect of CSR perception on OCB was significant and less in step (3) than in step (2). Therefore, based on Baron and Kenny's (1986) three regression conditions, job satisfaction and normative commitment had partial mediating effect between CSR perception and Chinese context OCB.

Table 5.6-5.9 show the relationships between CSR perception and IRB. Results indicate that all the mediators had significant effect on IRB (P<0.01). Moreover, the effect of CSR perception on IRB was less in each regression in step (3) than in step (2). For job satisfaction, full mediating effect achieved between 3 dimensions of CSR (economic, legal and discretionary responsibility) and IRB, partial mediating effect achieved between ethical

responsibility and IRB.

Table 5.10-5.13 show the relationships between CSR perception and OCBO. Results indicate that all the mediators had no significant effect on OCBO. Although the effect of CSR perception on OCBO was less in step (3) than in step (2), according to the mediation regression conditions, there was no mediating effect between CSR perception and OCBO.

Table 5.14-5.17 show the relationships between CSR perception and OCBI. Except affective commitment, results in step (3) indicate that all the other mediators had significant effect on OCBI. Furthermore, the effect of CSR perception on OCBI was significant and less in step (3) than in step (2). On the basis of the three regression conditions, job satisfaction and normative commitment had partial mediating effect between CSR perception and OCBI. Hence, Hypothesis 3 and 4 are partially supported.

The results of the mediation regression analyses are summarized in table 5.18. It is interesting to note that, of the three components of organizational commitment, normative commitment was the strongest mediator between CSR perceptions and work behaviors (i.e. OCBCH, OCBI and IRB). However, affective commitment only mediated between two dimensions of CSR (economic and discretionary responsibility) and IRB, though not as strong as it did in western context. Consistent with prior studies, continuance commitment had no mediating effect between any dimensions of CSR and work behaviors (Meyer et al. 1991). Furthermore, the results in this study shows that OCBO were not related to work attitudes (job satisfaction and organizational commitment). OCBI and Chinese OCB indicated similar outcomes in the mediation regression. Possible explanations are given in the next chapter.

| DV | Regression Model | Independent Variables | | | |
|---|---|---|---|---|---|
| | | CSR1 | CSR2 | CSR3 | CSR4 |
| OCB CH | Step 1: M on IV *Plus Control Variables:* | .310** | .460** | .406** | .457** |
| | 1. WorkYr | .169** | .140** | .173** | .139** |
| | 2. Edu | .094* | .055 | .096* | .095* |
| | 3. EmpNum | -.132** | -.157** | -.121* | -.166** |
| | Step 2: DV on IV *Plus Control Variables:* | .244** | .290** | .412** | .397** |
| | 1. WorkYr | .079 | .064 | .078 | .051 |
| | 2. Edu | .101* | .079 | .098* | .100* |
| | 3. EmpNum | -.013 | -.028 | -.003 | -.043 |
| | Step 3: DV on IV and M | .112* .428** | .098* .418 ** | .270** .349** | .236** .353** |
| | *Plus Control Variables:* | | | | |
| | 1. WorkYr | .006 | .005 | .018 | .002 |
| | 2. Edu | .061 | .056 | .065 | .067 |
| | 3. EmpNum | .043 | .037 | .039 | .016 |
| Mediation Effects (JS) | | Partial | Partial | Partial | Partial |
| **p<0.01, *p<0.05 | | | | | |

Table 5.2: Regression of OCBCH on CSR and Job satisfaction

| DV | Regression Model | Independent Variables | | | |
|---|---|---|---|---|---|
| | | CSR1 | CSR2 | CSR3 | CSR4 |
| OCB CH | Step 1: M on IV *Plus Control Variables:* | .103* | .055 | .036 | .114* |
| | 1. WorkYr | .089 | .090 | .095* | .084 |
| | 2. Edu | .101* | .100* | .105* | .103* |
| | 3. EmpNum | -.012 | -.014 | -.010 | -.020 |
| | Step 2: DV on IV *Plus Control Variables:* | .244** | .290** | .412** | .397** |
| | 1. WorkYr | .079 | .064 | .078 | .051 |
| | 2. Edu | .101* | .079 | .098* | .100* |
| | 3. EmpNum | -.013 | -.028 | -.003 | -.043 |
| | Step 3: DV on IV and M | .240** .046 | .287** .056 | .410** .056 | .394** .027 |
| | *Plus Control Variables:* | | | | |
| | 1. WorkYr | .074 | .059 | .073 | .049 |
| | 2. Edu | .096* | .073 | .092* | .097* |
| | 3. EmpNum | -.013 | -.028 | -.003 | -.042 |
| Mediation Effects (AffCom) | | No | No | No | No |
| **p<0.01, *p<0.05 | | | | | |

Table 5.3: Regression of OCBCH on CSR and Affective Commitment

| DV | Regression Model | Independent Variables | | | |
|---|---|---|---|---|---|
| | | CSR1 | CSR2 | CSR3 | CSR4 |
| | | | | | |
| OCB CH | Step 1: M on IV | .023 | .031 | .025 | .026 |
| | *Plus Control Variables:* | | | | |
| | 1. WorkYr | .025 | .023 | .026 | .024 |
| | 2. Edu | .013 | .011 | .014 | .014 |
| | 3. EmpNum | .105* | .103* | .105* | .103* |
| | Step 2: DV on IV | .244** | .290** | .412** | .397** |
| | *Plus Control Variables:* | | | | |
| | 1. WorkYr | .079 | .064 | .078 | .051 |
| | 2. Edu | .101* | .079 | .098* | .100* |
| | 3. EmpNum | -.013 | -.028 | -.003 | -.043 |
| | Step 3: DV on IV and | .240** | .285** | .407** | .393** |
| | M | .191** | .188** | .186** | .187** |
| | *Plus Control Variables:* | | | | |
| | 1. WorkYr | .074 | .059 | .074 | .046 |
| | 2. Edu | .098* | .077 | .096* | .098* |
| | 3. EmpNum | -.033 | -.048 | -.023 | -.062 |
| Mediation Effects (ConCom) | | No | No | No | No |
| **p<0.01, *p<0.05 | | | | | |

Table 5.4: Regression of OCBCH on CSR and Continuance Commitment

| DV | Regression Model | Independent Variables | | | |
|---|---|---|---|---|---|
| | | CSR1 | CSR2 | CSR3 | CSR4 |
| | | | | | |
| OCB CH | Step 1: M on IV | .247** | .275** | .304** | .383** |
| | *Plus Control Variables:* | | | | |
| | 1. WorkYr | .181** | .168** | .185** | .155** |
| | 2. Edu | .060 | .040 | .062 | .060 |
| | 3. EmpNum | -.063 | -.077 | -.055 | -.092* |
| | Step 2: DV on IV | .244** | .290** | .412** | .397** |
| | *Plus Control Variables:* | | | | |
| | 1. WorkYr | .079 | .064 | .078 | .051 |
| | 2. Edu | .101* | .079 | .098* | .100* |
| | 3. EmpNum | -.013 | -.028 | -.003 | -.043 |
| | Step 3: DV on IV and | .167** | .208** | .335** | .306** |
| | M | .315** | .300** | .251** | .238** |
| | *Plus Control Variables:* | | | | |
| | 1. WorkYr | .022 | .013 | .032 | .014 |
| | 2. Edu | .082 | .067 | .083* | .086* |
| | 3. EmpNum | .006 | -.005 | .011 | -.021 |
| Mediation Effects (NorCom) | | Partial | Partial | Partial | Partial |
| **p<0.01, *p<0.05 | | | | | |

Table 5.5: Regression of OCBCH on CSR and Normative Commitment

| DV | Regression Model | Independent Variables | | | |
|---|---|---|---|---|---|
| | | CSR1 | CSR2 | CSR3 | CSR4 |
| | | | | | |
| IRB | Step 1: M on IV | .310** | .460** | .406** | .457** |
| | *Plus Control Variables:* | | | | |
| | 1. WorkYr | .169** | .140** | .173** | .139** |
| | 2. Edu | .094* | .055 | .096* | .095* |
| | 3. EmpNum | -.132** | -.157** | -.121* | -.166** |
| | Step 2: DV on IV | .096* | .172** | .246 ** | .197** |
| | *Plus Control Variables:* | | | | |
| | 1. WorkYr | .063 | .051 | .060 | .048 |
| | 2. Edu | .085 | .069 | .081 | .083 |
| | 3. EmpNum | .025 | .016 | .031 | .010 |
| | Step 3: DV on IV and | -.003 | .031 | .141* | .065 |
| | M | .320** | .305** | .259** | .289** |
| | *Plus Control Variables:* | | | | |
| | 1. WorkYr | .009 | .008 | .015 | .008 |
| | 2. Edu | .055 | .053 | .056 | .056 |
| | 3. EmpNum | .068 | .064 | .062 | .058 |
| Mediation Effects (JS) | | Full | Full | Partial | Full |
| **p<0.01, *p<0.05 | | | | | |

Table 5.6: Regression of IRB on CSR and Job satisfaction

| DV | Regression Model | Independent Variables | | | |
|---|---|---|---|---|---|
| | | CSR1 | CSR2 | CSR3 | CSR4 |
| | | | | | |
| IRB | Step 1: M on IV | .103* | .055 | .036 | .114* |
| | *Plus Control Variables:* | | | | |
| | 1. WorkYr | .089 | .090 | .095* | .084 |
| | 2. Edu | .101* | .100* | .105* | .103* |
| | 3. EmpNum | -.012 | -.014 | -.010 | -.020 |
| | Step 2: DV on IV | .096* | .172** | .246 ** | .197** |
| | *Plus Control Variables:* | | | | |
| | 1. WorkYr | .063 | .051 | .060 | .048 |
| | 2. Edu | .085 | .069 | .081 | .083 |
| | 3. EmpNum | .025 | .016 | .031 | .010 |
| | Step 3: DV on IV and | .075 | .160** | .238** | .175** |
| | M | .207** | .207** | .207** | .195** |
| | *Plus Control Variables:* | | | | |
| | 1. WorkYr | .045 | .032 | .040 | .031 |
| | 2. Edu | .064 | .049 | .059 | .063 |
| | 3. EmpNum | .028 | .019 | .033 | .014 |
| Mediation Effects (AffCom) | | Full | No | No | Partial |
| **p<0.01, *p<0.05 | | | | | |

Table 5.7: Regression of IRB on CSR and Affective Commitment

| DV | Regression Model | Independent Variables | | | |
|---|---|---|---|---|---|
| | | CSR1 | CSR2 | CSR3 | CSR4 |
| | | | | | |
| IRB | Step 1: M on IV | .023 | .031 | .025 | .026 |
| | *Plus Control Variables:* | | | | |
| | 1. WorkYr | .025 | .023 | .026 | .024 |
| | 2. Edu | .013 | .011 | .014 | .014 |
| | 3. EmpNum | .105* | .103* | .105* | .103* |
| | Step 2: DV on IV | .096* | .172** | .246 ** | .197** |
| | *Plus Control Variables:* | | | | |
| | 1. WorkYr | .063 | .051 | .060 | .048 |
| | 2. Edu | .085 | .069 | .081 | .083 |
| | 3. EmpNum | .025 | .016 | .031 | .010 |
| | Step 3: DV on IV and | .091* | .165** | .241** | .192** |
| | M | .203** | .200** | .199** | .200** |
| | *Plus Control Variables:* | | | | |
| | 1. WorkYr | .058 | .046 | .054 | .043 |
| | 2. Edu | .082 | .067 | .078 | .081 |
| | 3. EmpNum | .004 | -.005 | .010 | -.010 |
| Mediation Effects (ConCom) | | No | No | No | No |
| **p<0.01, *p<0.05 | | | | | |

Table 5.8: Regression of IRB on CSR and Continuance Commitment

| DV | Regression Model | Independent Variables | | | |
|---|---|---|---|---|---|
| | | CSR1 | CSR2 | CSR3 | CSR4 |
| | | | | | |
| IRB | Step 1: M on IV | .247** | .275** | .304** | .383** |
| | *Plus Control Variables:* | | | | |
| | 1. WorkYr | .181** | .168** | .185** | .155** |
| | 2. Edu | .060 | .040 | .062 | .060 |
| | 3. EmpNum | -.063 | -.077 | -.055 | -.092* |
| | Step 2: DV on IV | .096* | .172** | .246 ** | .197** |
| | *Plus Control Variables:* | | | | |
| | 1. WorkYr | .063 | .051 | .060 | .048 |
| | 2. Edu | .085 | .069 | .081 | .083 |
| | 3. EmpNum | .025 | .016 | .031 | .010 |
| | Step 3: DV on IV and | .048 | .125* | .203** | .139** |
| | M | .192** | .170** | .141** | .150** |
| | *Plus Control Variables:* | | | | |
| | 1. WorkYr | .028 | .022 | .034 | .024 |
| | 2. Edu | .073 | .063 | .072 | .074 |
| | 3. EmpNum | .037 | .029 | .039 | .024 |
| Mediation Effects (NorCom) | | Full | Partial | Partial | Partial |
| **p<0.01, *p<0.05 | | | | | |

Table 5.9: Regression of IRB on CSR and Normative Commitment

| DV | Regression Model | Independent Variables | | | |
|---|---|---|---|---|---|
| | | CSR1 | CSR2 | CSR3 | CSR4 |
| | | | | | |
| OCBO | Step 1: M on IV | .310** | .460** | .406** | .457** |
| | *Plus Control Variables:* | | | | |
| | 1. WorkYr | .169** | .140** | .173** | .139** |
| | 2. Edu | .094* | .055 | .096* | .095* |
| | 3. EmpNum | -.132** | -.157** | -.121* | -.166** |
| | Step 2: DV on IV | .049 | .107* | .155** | .054 |
| | *Plus Control Variables:* | | | | |
| | 1. WorkYr | .009 | .001 | .006 | .006 |
| | 2. Edu | .044 | .033 | .040 | .044 |
| | 3. EmpNum | .035 | .029 | .038 | .031 |
| | Step 3: DV on IV and | .040 | .113* | .167** | .046 |
| | M | .027 | -.013 | -.031 | .018 |
| | *Plus Control Variables:* | | | | |
| | 1. WorkYr | .004 | .002 | .011 | .004 |
| | 2. Edu | .041 | .034 | .043 | .043 |
| | 3. EmpNum | .038 | .027 | .034 | .034 |
| Mediation Effects (JS) | | No | No | No | No |
| **p<0.01, *p<0.05 | | | | | |

Table 5.10: Regression of OCBO on CSR and Job satisfaction

| DV | Regression Model | Independent Variables | | | |
|---|---|---|---|---|---|
| | | CSR1 | CSR2 | CSR3 | CSR4 |
| | | | | | |
| OCBO | Step 1: M on IV | .103* | .055 | .036 | .114* |
| | *Plus Control Variables:* | | | | |
| | 1. WorkYr | .089 | .090 | .095* | .084 |
| | 2. Edu | .101* | .100* | .105* | .103* |
| | 3. EmpNum | -.012 | -.014 | -.010 | -.020 |
| | Step 2: DV on IV | .049 | .107* | .155** | .054 |
| | *Plus Control Variables:* | | | | |
| | 1. WorkYr | .009 | .001 | .006 | .006 |
| | 2. Edu | .044 | .033 | .040 | .044 |
| | 3. EmpNum | .035 | .029 | .038 | .031 |
| | Step 3: DV on IV and | .042 | .103* | .152** | .047 |
| | M | .066 | .065 | .065 | .065 |
| | *Plus Control Variables:* | | | | |
| | 1. WorkYr | .003 | -.005 | .000 | .001 |
| | 2. Edu | .037 | .027 | .034 | .038 |
| | 3. EmpNum | .036 | .030 | .039 | .032 |
| Mediation Effects (AffCom) | | No | No | No | No |
| **p<0.01, *p<0.05 | | | | | |

Table 5.11: Regression of OCBO on CSR and Affective Commitment

| DV | Regression Model | Independent Variables | | | |
|---|---|---|---|---|---|
| | | CSR1 | CSR2 | CSR3 | CSR4 |
| | | | | | |
| OCBO | Step 1: M on IV | .023 | .031 | .025 | .026 |
| | *Plus Control Variables:* | | | | |
| | 1. WorkYr | .025 | .023 | .026 | .024 |
| | 2. Edu | .013 | .011 | .014 | .014 |
| | 3. EmpNum | .105* | .103* | .105* | .103* |
| | Step 2: DV on IV | .049 | .107* | .155** | .054 |
| | *Plus Control Variables:* | | | | |
| | 1. WorkYr | .009 | .001 | .006 | .006 |
| | 2. Edu | .044 | .033 | .040 | .044 |
| | 3. EmpNum | .035 | .029 | .038 | .031 |
| | Step 3: DV on IV and | .047 | .104* | .153** | .052 |
| | M | .078 | .076 | .076 | .078 |
| | *Plus Control Variables:* | | | | |
| | 1. WorkYr | .007 | -.001 | .004 | .004 |
| | 2. Edu | .043 | .033 | .039 | .043 |
| | 3. EmpNum | .027 | .021 | .030 | .023 |
| Mediation Effects (ConCom) | | No | No | No | No |
| **p<0.01, *p<0.05 | | | | | |

Table 5.12: Regression of OCBO on CSR and Continuance Commitment

| DV | Regression Model | Independent Variables | | | |
|---|---|---|---|---|---|
| | | CSR1 | CSR2 | CSR3 | CSR4 |
| | | | | | |
| OCBO | Step 1: M on IV | .247** | .275** | .304** | .383** |
| | *Plus Control Variables:* | | | | |
| | 1. WorkYr | .181** | .168** | .185** | .155** |
| | 2. Edu | .060 | .040 | .062 | .060 |
| | 3. EmpNum | -.063 | -.077 | -.055 | -.092* |
| | Step 2: DV on IV | .049 | .107* | .155** | .054 |
| | *Plus Control Variables:* | | | | |
| | 1. WorkYr | .009 | .001 | .006 | .006 |
| | 2. Edu | .044 | .033 | .040 | .044 |
| | 3. EmpNum | .035 | .029 | .038 | .031 |
| | Step 3: DV on IV and | .036 | .097* | .150** | .036 |
| | M | .052 | .035 | .014 | .047 |
| | *Plus Control Variables:* | | | | |
| | 1. WorkYr | .000 | -.005 | .003 | -.001 |
| | 2. Edu | .041 | .032 | .040 | .042 |
| | 3. EmpNum | .038 | .031 | .039 | .035 |
| Mediation Effects (NorCom) | | No | No | No | No |
| **p<0.01, *p<0.05 | | | | | |

Table 5.13: Regression of OCBO on CSR and Normative Commitment

| DV | Regression Model | Independent Variables | | | |
|---|---|---|---|---|---|
| | | CSR1 | CSR2 | CSR3 | CSR4 |
| | | | | | |
| OCBI | Step 1: M on IV | .310** | .460** | .406** | .457** |
| | *Plus Control Variables:* | | | | |
| | 1. WorkYr | .169** | .140** | .173** | .139** |
| | 2. Edu | .094* | .055 | .096* | .095* |
| | 3. EmpNum | -.132** | -.157** | -.121* | -.166** |
| | Step 2: DV on IV | .246** | .301** | . .383** | .302** |
| | *Plus Control Variables:* | | | | |
| | 1. WorkYr | -.055 | -.071 | -.054 | -.072 |
| | 2. Edu | .061 | .038 | .060 | .064 |
| | 3. EmpNum | .010 | -.005 | .020 | -.011 |
| | Step 3: DV on IV and | .148** | .170** | .285** | .173** |
| | M | .315** | .284** | .242** | .282** |
| | *Plus Control Variables:* | | | | |
| | 1. WorkYr | -.108* | -.111* | -.096* | -.111* |
| | 2. Edu | .031 | .022 | .037 | .037 |
| | 3. EmpNum | .052 | .039 | .049 | .035 |
| Mediation Effects (JS) | | Partial | Partial | Partial | Partial |
| **p<0.01, *p<0.05 | | | | | |

Table 5.14: Regression of OCBI on CSR and Job satisfaction

| DV | Regression Model | Independent Variables | | | |
|---|---|---|---|---|---|
| | | CSR1 | CSR2 | CSR3 | CSR4 |
| | | | | | |
| OCBI | Step 1: M on IV | .103* | .055 | .036 | .114* |
| | *Plus Control Variables:* | | | | |
| | 1. WorkYr | .089 | .090 | .095* | .084 |
| | 2. Edu | .101* | .100* | .105* | .103* |
| | 3. EmpNum | -.012 | -.014 | -.010 | -.020 |
| | Step 2: DV on IV | .246** | .301** | . .383** | .302** |
| | *Plus Control Variables:* | | | | |
| | 1. WorkYr | -.055 | -.071 | -.054 | -.072 |
| | 2. Edu | .061 | .038 | .060 | .064 |
| | 3. EmpNum | .010 | -.005 | .020 | -.011 |
| | Step 3: DV on IV and | .248** | .301** | .383** | .304** |
| | M | -.016 | -.007 | -.004 | -.025 |
| | *Plus Control Variables:* | | | | |
| | 1. WorkYr | -.054 | -.071 | -.054 | -.070 |
| | 2. Edu | .063 | .039 | .060 | .066 |
| | 3. EmpNum | .010 | -.005 | .020 | -.012 |
| Mediation Effects (AffCom) | | No | No | No | No |
| **p<0.01, *p<0.05 | | | | | |

Table 5.15: Regression of OCBI on CSR and Affective Commitment

| DV | Regression Model | Independent Variables | | | |
|---|---|---|---|---|---|
| | | CSR1 | CSR2 | CSR3 | CSR4 |
| | | | | | |
| OCBI | Step 1: M on IV | .023 | .031 | .025 | .026 |
| | *Plus Control Variables:* | | | | |
| | 1. WorkYr | .025 | .023 | .026 | .024 |
| | 2. Edu | .013 | .011 | .014 | .014 |
| | 3. EmpNum | .105* | .103* | .105* | .103* |
| | Step 2: DV on IV | .246** | .301** | . .383** | .302** |
| | *Plus Control Variables:* | | | | |
| | 1. WorkYr | -.055 | -.071 | -.054 | -.072 |
| | 2. Edu | .061 | .038 | .060 | .064 |
| | 3. EmpNum | .010 | -.005 | .020 | -.011 |
| | Step 3: DV on IV and | .243** | .297** | .380** | .298** |
| | M | .137** | .133** | .133** | .135** |
| | *Plus Control Variables:* | | | | |
| | 1. WorkYr | -.059 | -.074 | -.058 | -.075 |
| | 2. Edu | .059 | .036 | .058 | .062 |
| | 3. EmpNum | -.004 | -.019 | .006 | -.025 |
| Mediation Effects (ConCom) | | No | No | No | No |
| **$p<0.01$, *$p<0.05$ | | | | | |

Table 5.16: Regression of OCBI on CSR and Continuance Commitment

| DV | Regression Model | Independent Variables | | | |
|---|---|---|---|---|---|
| | | CSR1 | CSR2 | CSR3 | CSR4 |
| | | | | | |
| OCBI | Step 1: M on IV | .247** | .275** | .304** | .383** |
| | *Plus Control Variables:* | | | | |
| | 1. WorkYr | .181** | .168** | .185** | .155** |
| | 2. Edu | .060 | .040 | .062 | .060 |
| | 3. EmpNum | -.063 | -.077 | -.055 | -.092* |
| | Step 2: DV on IV | .246** | .301** | . .383** | .302** |
| | *Plus Control Variables:* | | | | |
| | 1. WorkYr | -.055 | -.071 | -.054 | -.072 |
| | 2. Edu | .061 | .038 | .060 | .064 |
| | 3. EmpNum | .010 | -.005 | .020 | -.011 |
| | Step 3: DV on IV and | .200** | .254** | .344** | .247** |
| | M | .188** | .169** | .131* | .143* |
| | *Plus Control Variables:* | | | | |
| | 1. WorkYr | -.089 | -.100* | -.078 | -.094 |
| | 2. Edu | .050 | .031 | .052 | .055 |
| | 3. EmpNum | .022 | .008 | .027 | .002 |
| Mediation Effects (NorCom) | | Partial | Partial | Partial | Partial |
| **$p<0.01$, *$p<0.05$ | | | | | |

Table 5.17: Regression of OCBI on CSR and Normative Commitment

|  |  | Mediation Effects | | | |
| --- | --- | --- | --- | --- | --- |
|  |  | JS | AffCom | ConCom | NorCom |
| OCBCH |  |  |  |  |  |
|  | CSR1 | Partial | No | No | Partial |
|  | CSR2 | Partial | No | No | Partial |
|  | CSR3 | Partial | No | No | Partial |
|  | CSR4 | Partial | No | No | Partial |
| IRB |  |  |  |  |  |
|  | CSR1 | Full | Full | No | Full |
|  | CSR2 | Full | No | No | Partial |
|  | CSR3 | Partial | No | No | Partial |
|  | CSR4 | Full | Partial | No | Partial |
| OCBO |  |  |  |  |  |
|  | CSR1 | No | No | No | No |
|  | CSR2 | No | No | No | No |
|  | CSR3 | No | No | No | No |
|  | CSR4 | No | No | No | No |
| OCBI |  |  |  |  |  |
|  | CSR1 | Partial | No | No | Partial |
|  | CSR2 | Partial | No | No | Partial |
|  | CSR3 | Partial | No | No | Partial |
|  | CSR4 | Partial | No | No | Partial |
| **p<0.01, *p<0.05 | | | | | |

Table 5.18: Summary of Mediation Regression Analysis

# Chapter Six: Discussion

This study provided an empirical contribution to the testing of a model of CSR, with respect to the mediating effect of work attitudes between CSR perception and work behaviors. The results provided rich information in understanding the CSR concept in the Chinese context and for future studies in this field. Based on the results of the SPSS regression analysis, it appears that the conceptual framework is generally applicable to CSR research and practice in China.

## 6.1 The relationships between CSR perception and job satisfaction

Hypothesis 1 predicted that employees' perceptions of CSR would be positively related to job satisfaction. This was supported by the results. Grounded in organizational justice theory, we hypothesize that employees who perceive their organizations to be socially responsible are likely to perceive their organizations as being fair to them as well. The sense of justice will positively affect employees' job attitudes (Leigh et al. 1988). Job satisfaction is the employees' psychological state towards their work (Locke 1976). It is stemmed from the employees' perceived treatment from and actions of their organization. Job satisfaction is higher in organizations that are socially responsible (Valentine & Barnett 2003, Trevino & Nelson 2004).

Previous research has suggested that organizational ethics have a positive effect on job satisfaction (Viswesvaran & Deshpande 1996, Koh & Boo, 2001). Since organizational ethics and CSR are related concepts, the perception of CSR will positively influence employees' job satisfaction (Valentine & Fleischman 2008). Specifically, employees who

perceive CSR are more likely to be satisfied with their job. The hypothesis of this relationship was supported in this study. Research findings indicated that employees' CSR perception had a positive effect on job satisfaction.

**6.2 The relationships between CSR perception and organizational commitment**

Hypothesis 2 suggested that employees' perceptions of CSR would have a significant and positive effect on organizational commitment. This hypothesis received mixed support. The results show that CSR perception is positively related to normative commitment. Results also show that economic responsibility and discretionary responsibility are positive related to affective commitment. This is surprising as discretionary responsibility would benefit employees indirectly. It might be due to the fact that discretionary responsibility improves the organization's reputation, which in turn influences its employees' work attitudes (Turban & Greenings 1997). When employees believe that their organization is socially responsible, they believe that the organization will also treat them responsibly. This perceived responsibility will enhance employees' psychological attachment and obligation to their organization, leading to high levels of affective commitment and normative commitment.

In this study, CSR perceptions had no significant effect on continuance commitment. The result was consistent with previous studies. Sims and Kroeck (1994) empirically examined the effect of the ethical climate in the person-organization fit on employees' organizational commitment. The results indicated that all but instrumental climate had no significant relationship with continuance commitment. It is possible that employees who are committed to their organization had an economic need for the job (Sims & Kroeck 1994). As continuance commitment is determined by such economic factors (i.e. the cost of leaving the

organization), it will not be influenced by CSR perceptions.

As a whole, results showed that employees' perceptions of CSR had a significant effect on affective commitment and normative commitment but not on continuance commitment.

**6.3 The relationships between CSR perception and OCB**

According to mediation regression method, the second equation was to examine the effect of CSR perception on OCB (Baron & Kenny 1986).

The results indicate that all the four dimensions of CSR perception had significant effects on Chinese OCB ($p<0.01$) and OCBI ($P<0.01$) (see table 5.2 and 5.14). However, the regression of OCBO on CSR perception indicated that only legal and ethical responsibility had significant effects on OCBO (see table 5.10).

These interesting findings might be due to the distinctive culture and business environment of China. Given the Chinese "GuanXi" orientation, Chinese networks attaches much importance to interpersonal relationships. The relationships determine employees' social exchange behaviors (Hwang 1987). Based on such contexts, interpersonal relationships play a key role in OCB towards individuals. Therefore, employees' perception of CSR will lead more to OCBI than to OCBO. Previous studies have showed that Chinese pay more attention to OCBI (Hui, Law & Chen 1999, Masterson, Lewis, Goldman & Taylor 2000, Chen Xin-tian 2003, 陈心田 2003). That is, Chinese employees are more likely to show OCBI as a way for giving back what they have rerceived. Hence, it is not surprising that Chinese OCB is highly correlated with western OCBI.

The results show that, unlike OCBI, OCBO is less likely to be developed in the Chinese

context. CSR programs are considered as an organization's business policies rather than a real concern about employees' well-being (Cropanzano, Howes, Grandey & Toth 1997). In this case, employees may not show extra-role behavior to their organization (i.e. OCBO). In addition, economic responsibility refers to the organization's responsibility for profitability. Discretionary responsibility refers to a larger range of responsibilities that target the whole society. As these two kinds of responsibilities are not directly related to employees' well-being, employees are less likely to be influenced by the organization's economic and discretionary responsibility and may not show extra-role support for their organization (Cropanzano et al. 1997).

## 6.4 The relationships between CSR perception and IRB

The standardized coefficients in table 5.6 show that CSR perception also has a significant effect on IRB ($p<0.01$). This is consistent with the findings of previous studies (Rupp, Ganapathi, Aguilera & Williams 2006). On the basis of organizational justice theory, employees regard CSR perception as a fairness measurement. When the employees perceive that their organization shows concern for employees and the overall society, they feel that their organization is fair. The extent of the fairness will promote employees to fulfill their basic work requirements (Rupp et al. 2006).

On top of that, China is characterized by its "GuanXi" orientation, thus emphasizing collectivism. CSR indicates organizational justice, which enhances organizational cohesion. This cohesion in turn, will positively affect employees' work performance (Li You-huan 2006). Thus, CSR perceptions have a positive effect on IRB.

## 6.5 Mediators between CSR perception and OCB

Hypothesis 3a and hypothesis 3b, the relationships between employees' perception of CSR and OCB will be mediated by employee work attitudes, received mixed support. The two hypotheses were grounded in the social exchange theory. Relying on the norm of reciprocity, when employees perceive that their organization is engaging in CSR, they would show extra-role behaviors as a form of mutual support. Due to the norm of reciprocity, employees who perceive CSR would develop positive attitudes and would be willing to provide reciprocal support for their organization (Konovsky et al. 1994, Moorman 1991, Organ & Konovsky 1989).

## 6.5a The mediating effect of job satisfaction

In line with previous studies, results indicated that job satisfaction played a mediating role between CSR perception and OCBI and Chinese context OCB. However, it was not a mediator between CSR perception and OCBO (i.e. the mediating effect of job satisfaction between the two variables was not established). As mentioned earlier, due to the distinctive Chinese organizational culture, Chinese employees are less likely to display OCBO. Therefore, job satisfaction is the mediator between CSR perception and the OCB directed towards the individual (i.e. OCBI).

Another possible explanation could be that, other than attitudes, the relationship between CSR perception and OCBO might be mediated by other factors. For example, Chen, Zhang and Sego (2004) argued that individual's work behaviors could be influenced by social norms. Their focus was on investigating how the cognition of norms will influence

employees' OCB. By identifying three social norms (cognition of others' positive behavior, cognition of others' negative behavior, and cognition of others' turnover), Chen et al. found that social norms had significant effects on employees' OCB. In addition, given China's distinctive background, Chinese corporations are more or less influenced by the social norms (Chen Hong-hui & Jia Sheng-hua 2003, 陈宏辉, 贾生华 2003). Since OCBO is extra-role performance directed to the organization, it might therefore be the social norms rather than job attitudes that mediate between CSR perception and OCBO.

**6.5b The mediating effect of organizational commitment**

As to the mediating role of organizational commitment in the CSR-OCB relationship, the results of this study were more interesting and different from the findings of western research.

Surprisingly, the results showed that only normative commitment played a partial mediating role between CSR perception and OCB. Normative commitment is a key commitment component in the CSR-OCB relationship in the context of China. Existing studies based on Chinese background have showed similar findings (Cheng & Stockdale 2003). Cheng and Stockdale (2003) found that normative and affective commitments were higher in the Chinese context than in Canada and South Korea. Continuance commitment, on the other hand, was found to be lower in the Chinese context. Due to China's collectivist culture, there might be implicit norms (e.g. the obligations of staying with the organization) in Chinese corporations that affect employees' work behaviors (Chen & Francesco 2003). The normative commitment is rooted in socialization; it is formed by societal values and culture. In China, the collectivist values are highlighted and might reinforce employees' moral

obligations towards their organization (Vandenberghe 2003). Thereby, normative commitment is more likely to have a strong influence on employees' OCB.

In addition, corporations with high levels of social loyalty would increase employees' obligations toward their organizations, no matter what level of the other commitment components. This in turn will contribute to employees' willingness to develop extra-role behaviors (Vandenberghe 2003). As such, normative commitment plays a mediating role between CSR perception and OCB.

## 6.6 Mediator between CSR perception and IRB

Hypothesis 4, which stated that the relationships between employees' perception of CSR and IRB will be mediated by organizational commitment, also received mixed support. Of the three components of organizational commitment, affective commitment mediated between two dimensions of CSR (economic and discretionary responsibility) and IRB. Normative commitment had a mediating effect on all four dimensions of CSR and IRB. Since continuance commitment showed no relationship with CSR perceptions, it had no mediating effect on the CSR-IRB relationship.

China's distinctive culture also explains the results. In the Chinese collectivist context, socially responsible corporations could enhance employees' normative commitment which then results in extra-role behaviors (OCB). In this aspect, the employees would be obligated to meet the requirements of their in-role behaviors (IRB). Vandenberghe (2003) argued that the collectivist values could strengthen employees' feeling of moral obligation towards their organization. The obligation could result in the willingness to give in return what they have

perceived and achieved, including in-role and extra-role performance.

Given the motivation of the national economy development (陈宏辉, 贾生华 2003), maximizing profitability is valued (Chen Hong-hui & Jia Sheng-hua 2003). The important economic responsibility appears to be easy to promote the employees' commitment to their organizations. Moreover, corporations' discretionary responsibility enhances reputation, which positively affects employees' emotional attachment to the organization (Turban & Greenings 1997). Namely, discretionary responsibility will result in high affective commitment. Meanwhile, affective commitment had a significant effect on IRB (Williams Anderson 1991, Schappe 1998). Thus, based on the above relationships, affective commitment is the mediator between the perception of economic and discretionary responsibility and IRB.

The summary of the mediation regression analyses in table 5.18 indicated that continuance commitment had no mediating effect between any dimension of CSR perception and work behaviors. This is consistent with previous research findings. Continuance commitment refers to the high costs of leaving the organization, as perceived by employees. Unlike affective and normative commitment, such commitment is based on economic constraint (Sims & Kroeck 1994). It is not concerned with any emotional and psychological attachment to the organization. Thus, continuance commitment had no mediating effect between the CSR perception and work behaviors.

Inconsistent with prior studies however, normative commitment played a stronger mediating role than affective commitment. One possibility is that China has a strong collectivist culture in which loyalty to the organization is highly emphasized and valued. Chinese culture values

the social norms that people had regarding the obligations of staying with their family, organization, and community (Chen & Francesco 2003). It is possible that normative commitment had become part of that culture. Under such a cultural background, employees are implicitly influenced by the norms. They value collectivism and have normative commitment to the organization. Once employees perceive CSR, the obligation and commitment would be easily reinforced, which in turn have positive effects on work behaviors (Vandenberghe 2003). As a result, normative commitment is the strongest mediator between CSR perceptions and work behaviors.

Besides, it was noted that except for affective and normative commitment's full mediating role between economic responsibility and IRB, the other supported mediating effects were partial. It could be that Chinese employees are motivated to work hard and stay with their organizations. They work hard not only because of their obligations but also because working in an organization made them feel part of it (Vandenberghe 2003). Therefore, CSR might either impact their work behaviors directly or indirectly through work attitudes. That is, the mediating effect is partial.

The overall results also indicated that there were no mediating effects of the two mediators between CSR and OCBO. It is perhaps the most interesting finding in this study. Given China's distinctive culture and business environment, "GuanXi" (i.e. interpersonal relationships) plays an essential role in Chinese workplace (Hwang 1987, Chen Xin-tian 2003, 陈心田 2003). The interpersonal relationships direct individuals, affecting employees' behaviors at workplace. Thereby, employees attach much importance to OCB towards the individual (Hui, Law & Chen 1999, Masterson, Lewis, Goldman & Taylor 2000).

In addition, when employees perceive CSR, they regard it as the corporate strategies of the organization rather than a concern about their benefits (Cropanzano et al. 1997). Therefore, according to the norms of reciprocity, employees may not develop OCB towards their organization.

# Chapter Seven: Conclusion

## 7.1 Summary

CSR has been a hot topic in the management research field. The role of CSR in employees' work outcomes has received growing attention. This study explored the effect of employees' perceived CSR on work attitudes (job satisfaction and organizational commitment) and behaviors (extra-role and in-role behaviors). This study also looked at the attitudinal constructs that exist between the relationships of the perceived CSR and employee behaviors. That is, the relationships between employee's perception of CSR and employee behaviors would be mediated by job attitudes. Results of this empirically research supported the framework and provided rich information for future studies.

This study found that employees' CSR perception has effects on employees' work outcomes. Employees play a key role in their organizations and their perceptions of CSR will influence their subsequent work outcomes. The CSR programs would therefore benefit both corporations and their employees. Corporations' CSR movement should thus consider a focus on engaging in ethics and CSR programs by actively communicating good CSR strategies with this stakeholder group. Organizations would also benefit from effectively interacting with their employees on CSR issues.

This study also shed light on the effects of CSR in the context of China. Given the distinctive culture of China, employees' perceptions of CSR and their reactions are different from other countries. In the context of China, employees' extra-role behaviors emphasizes much on harmony and "GuanXi". This study found that economic responsibility and discretionary

responsibility positively affect employees' affective commitment, while only legal responsibility and ethical responsibility have positive effect on employees' OCBO. Therefore, CSR movement should take account of the traditional couture and social system of different countries.

All in all, this study provided suggestions for corporations to have holistic CSR programs, including not only shareholders but also all of their stakeholders. More studies on CSR should give more attention to addressing the relationships between CSR and employees' work outcomes.

## 7.2 Implications

The results in the study imply that economic responsibility, legal responsibility and ethical responsibility will be beneficial to employees directly, while discretionary responsibility will benefit employees indirectly. Each CSR dimension brings about advantage to organizations. As a result, the management should pay attention to all aspects of CSR.cultural characteristics should be considered.

In addition, China's cultural orientation is characterized by collectivism. The relationships between Chinese employees' CSR perception and work outcomes in such a culture deserve special attention. The culture, be it the social culture or corporate culture, might influence an organization's CSR programs. Thus, it is necessary for researchers and managers to take account of the cultural influence. In addition, the high correlations between Chinese OCBI and western OCBI support the applicability of western constructs in China's context. As long as the western constructs could be appropriately translated, researchers and managers could

make a comparison between different countries. In the context of globalization, this will contribute to understanding CSR and relative constructs from a cross-cultural perspective.

**7.3 Limitation**

Several limitations need to be acknowledged and addressed in this study. First of all, although this study adopted back translation methods (Brislin 1980), it is possible that the Chinese version of questionnaire was not able to precisely reflect the original meaning of the English version. Therefore, a slight difference in the translation may lead to different responses. This may have a potential effect on the measurement of variables.

Participants in this research were obtained through convenience sampling. Therefore, there may be potential bias in the sample selection, i.e., the respondents may not be representative for all Chinese employees. China is a big country with hundreds of cities and each city has its distinctive characteristics regarding the social ideology. In addition, there would be differences among employees of different cites. Due to time and geographical restrictions, the survey in this study was conducted in some typical cities, and neglected the small or distant ones.

In addition, common method variance (CMV) may be another source of error in the results. CMV refers to the amount of spurious covariance because of the common method used in collecting data (Buckley, Cote & Comstock 1990). CMV (e.g. self-report survey) may influence how the respondents reply to questions, thereby resulting in method biases (Tourangeau, Rips & Rasinski 2000).

Last but not the least, there might be other factors that affect the dependent variables. This

study took CSR perception and work attitudes into consideration. Therefore, some other mediators or moderators (e.g. personality) were not included in this study. However, this study is an important step towards linking individual CSR perception with work attitudes and social actions.

**7.4 Future Direction**

This study expanded the base of CSR research in the Chinese context. Firstly, in view of the possible influences in translating the questionnaire, future studies on CSR or relevant research in the Chinese context should be more precise and careful when applying scales to the Chinese background. Researchers could also use scales that are specifically developed in the Chinese language to ensure their applicability in the Chinese context.

Secondly, this study only focused on some cities and enterprises in China. In order to generalize the results of the study to the entire Chinese workforce, future research could extend the research background by collecting data from more areas of China, such as Hong Kong and Macao. Gathering a larger and richer source of data will enhance the generality of the results.

Thirdly, given the mixed findings of mediating role between CSR perception and work behaviors, future theoretical and empirical research could take into account of other factors as mediators or moderators (e.g. personality). Individual differences account for a proportion of variation. Personality has been found to be highly related to job attitudes and behaviors (Hurtz & Donovan 2000, Mudrack 2007). Thus, personality could play an important role in forming CSR perception in different ways and become an antecedent of work outcomes.

Follow-on studies should also link personality with CSR perception, work attitudes and behaviors to explore their relationships.

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# A Survey on Employees' Attitude and Corporate Social Responsibility (CSR) Perception

*Dear Sir\Madam,*

*You are invited to take part in a research project of a survey on Employees' Attitude and Corporate Social Responsibility Perception.*

*If you are able to be involved in the study, please respond to the attached questionnaire. The survey contains questions relating to your attitudes and perceptions on your organization's CSR, activities you normally engage in, and some personal information. The questionnaire will take you less than 20 minutes. Please kindly return the completed questionnaire to the one who sent you this questionnaire.*

*Your views are highly valuable and your response will be anonymous. Participation in this research is voluntary. Refusal to participate will involve no loss of benefits to which you are otherwise entitled. Your participation may be discontinued anytime without penalty or loss of benefits. By completing and returning the questionnaire, you have indicated your consent to participate in this study and that you are at least 18 years of age. If you have any queries regarding your participation, please contact the IRB Secretariat Ms. Stephanie Tan at irb@smu.edu.sg or telephone +65-6828-1925.*

*The data from the study will be use solely for the purpose of academic research. The researchers will not be able to obtain your identity in any way from your completed questionnaire. The research publication will not mention the nature of the work of your organization where this study is conducted. Thus, I do not foresee any risk or discomfort with regards to your participation. If you need any clarification on this questionnaire, please feel free to contact me, Zheng Dan, TEL: +65-9295-2816 or email: zhengdan.2008@mm.smu.edu.sg.*

*Thank you for your participation. Wish you every success in your future career.*

*Yours faithfully,*

_____

*Zheng Dan*
*MSC by Research (Management) student*
*Lee Kong Chian School of Business*
*Singapore Management University*

# Section A

*Below is a list of statements that describing one's perceptions about his/her organization. Please indicate the extent to which you agree or disagree with each of the following statements using the scale as follows:*

| 1 | 2 | 3 | 4 | 5 |
|---|---|---|---|---|
| Strongly Disagree (SD) | Disagree (D) | Neutral (N) | Agree (A) | Strongly Agree (SA) |

| Statement | SD | D | N | A | SA |
|---|---|---|---|---|---|
| 1. We have been successful at maximizing our profits. | 1 | 2 | 3 | 4 | 5 |
| 2. We strive to lower our operating costs. | 1 | 2 | 3 | 4 | 5 |
| 3. We closely monitor employees' productivity. | 1 | 2 | 3 | 4 | 5 |
| 4. Top management establishes long-term strategies for our business. | 1 | 2 | 3 | 4 | 5 |
| 5. The managers of this organization try to comply with the law. | 1 | 2 | 3 | 4 | 5 |
| 6. Our company seeks to comply with all laws regulating hiring and employee benefits. | 1 | 2 | 3 | 4 | 5 |
| 7. We have programs that encourage the diversity of our workforce (in terms of age, gender, or race). | 1 | 2 | 3 | 4 | 5 |
| 8. Internal policies prevent discrimination in employees' compensation and promotion. | 1 | 2 | 3 | 4 | 5 |
| 9. Our business has a comprehensive code of conduct. | 1 | 2 | 3 | 4 | 5 |
| 10. We are recognized as a trustworthy company. | 1 | 2 | 3 | 4 | 5 |
| 11. Fairness toward co-workers and business partners is an integral part of our employee evaluation process. | 1 | 2 | 3 | 4 | 5 |
| 12. A confidential procedure is in place for employees to report any misconduct at work (such as stealing or sexual harassment). | 1 | 2 | 3 | 4 | 5 |
| 13. Our salespersons and employees are required to provide full and accurate information to all customers. | 1 | 2 | 3 | 4 | 5 |
| 14. Our business supports employees who acquire | 1 | 2 | 3 | 4 | 5 |

additional education.

| | | | | | |
|---|---|---|---|---|---|
| 15. Flexible company policies enable employees to better coordinate work and personal life. | 1 | 2 | 3 | 4 | 5 |
| 16. Our business gives adequate contributions to charities. | 1 | 2 | 3 | 4 | 5 |
| 17. A program is in place to reduce the amount of energy and materials wasted in our business. | 1 | 2 | 3 | 4 | 5 |
| 18. We encourage partnerships with local businesses and schools. | 1 | 2 | 3 | 4 | 5 |

# Section B

*Below is a list of statements describing one's feeling about his/her job or organization. Please indicate the extent to which you agree or disagree with each of the following statements using the scale as follows:*

| *1* | *2* | *3* | *4* | *5* |
|---|---|---|---|---|
| *Strongly Disagree* | *Disagree* | *Neutral* | *Agree* | *Strongly Agree* |
| *(SD)* | *(D)* | *(N)* | *(A)* | *(SA)* |

| Statement | SD SA | D | N | A | |
|---|---|---|---|---|---|
| 1. I find real enjoyment in my job. | 1 | 2 | 3 | 4 | 5 |
| 2. I like my job better than the average person. | 1 | 2 | 3 | 4 | 5 |
| 3. I am seldom bored with my job. | 1 | 2 | 3 | 4 | 5 |
| 4. I would not consider taking another kind of job. | 1 | 2 | 3 | 4 | 5 |
| 5. Most days I am enthusiastic about my job. | 1 | 2 | 3 | 4 | 5 |
| 6. I feel fairly well satisfied with my job. | 1 | 2 | 3 | 4 | 5 |
| 7. I would be very happy to spend the rest of my career in this organization. | 1 | 2 | 3 | 4 | 5 |
| 8. I really feel as if this organization's problems are my own. | 1 | 2 | 3 | 4 | 5 |
| 9. I do not feel like "part of the family" at my organization. | 1 | 2 | 3 | 4 | 5 |
| 10. I do not feel "emotionally attached" to this organization. | 1 | 2 | 3 | 4 | 5 |
| 11. This organization has a great deal of personal meaning for me. | 1 | 2 | 3 | 4 | 5 |
| 12. I do not feel a strong sense of belonging to my organization. | 1 | 2 | 3 | 4 | 5 |
| 13. It would be very hard for me to leave my organization right now, even if I wanted to. | 1 | 2 | 3 | 4 | 5 |
| 14. Too much of my life would be disrupted if I decided I wanted to leave my organization right now. | 1 | 2 | 3 | 4 | 5 |
| 15. Right now, staying with my organization is a matter of necessity as much as desire. | 1 | 2 | 3 | 4 | 5 |

| | | | | | |
|---|---|---|---|---|---|
| 16. I believe that I have too few options to consider leaving this organization. | 1 | 2 | 3 | 4 | 5 |
| 17. One of the few negative consequences of leaving this organization would be the scarcity of available alternatives. | 1 | 2 | 3 | 4 | 5 |
| 18. One of the major reasons I continue to work for this organization is that leaving would require considerable personal sacrifice; another organization may not match the overall benefits I have here. | 1 | 2 | 3 | 4 | 5 |
| 19. If I had not already put so much of myself into the organization, I might consider working elsewhere. | 1 | 2 | 3 | 4 | 5 |
| 20. I do not feel any obligation to remain with my current employer. | 1 | 2 | 3 | 4 | 5 |
| 21. Even if it were to my advantage, I do not feel it would be right to leave my organization now. | 1 | 2 | 3 | 4 | 5 |
| 22. I would feel guilty if I left my organization now. | 1 | 2 | 3 | 4 | 5 |
| 23. This organization deserves my loyalty. | 1 | 2 | 3 | 4 | 5 |
| 24. I would not leave my organization right now because I have a sense of obligation to the people in it. | 1 | 2 | 3 | 4 | 5 |
| 25. I owe a great deal to my organization. | 1 | 2 | 3 | 4 | 5 |

# Section C

*Below is a list of statements that pertaining to one's behavior at work. Please indicate the extent to which you agree or disagree that the following statements describe how **you** behave at work. Please use the scale as follows:*

| 1 | 2 | 3 | 4 | 5 |
|---|---|---|---|---|
| *Strongly Disagree* | *Disagree* | *Neutral* | *Agree* | *Strongly Agree* |
| (SD) | (D) | (N) | (A) | (SA) |

| Statement | SD SA | D | N | A |
|---|---|---|---|---|
| 1. Engage in self-training. | 1 | 2 | 3 | 4 5 |
| 2. Volunteer for overtime work. | 1 | 2 | 3 | 4 5 |
| 3. Contribute to public welfare   (e.g., donate blood, plant trees). | 1 | 2 | 3 | 4 5 |
| 4. Keep workplace clean and neat. | 1 | 2 | 3 | 4 5 |
| 5. Participate in activities organized by employee groups. | 1 | 2 | 3 | 4 5 |
| 6. Make constructive suggestions. | 1 | 2 | 3 | 4 5 |
| 7. Promote company image and products to outsiders. | 1 | 2 | 3 | 4 5 |
| 8. Help coworkers in non-work matters. | 1 | 2 | 3 | 4 5 |
| 9. Take on extra responsibilities. | 1 | 2 | 3 | 4 5 |
| 10. Save company resources (e.g., equipment, electricity). | 1 | 2 | 3 | 4 5 |
| 11. Help colleagues in work-related matters. | 1 | 2 | 3 | 4 5 |
| 12. Maintain harmonious relationships and diffuse conflict. | 1 | 2 | 3 | 4 5 |
| 13. Prohibit behavior harmful to organization. | 1 | 2 | 3 | 4 5 |
| 14. Serve community   (e.g., assist elders). | 1 | 2 | 3 | 4 5 |
| 15. Share useful work-related information. | 1 | 2 | 3 | 4 5 |
| 16. Use personal resources to aid company (e.g., personal social connections). | 1 | 2 | 3 | 4 5 |
| 17. Participate in company-organized group activities. | 1 | 2 | 3 | 4 5 |
| 18. Defend company against disasters. | 1 | 2 | 3 | 4 5 |

| | |
|---|---|
| 19. Adequately completes assigned duties. | 1 2 3 4 5 |
| 20. Fulfills responsibilities specified in job description. | 1 2 3 4 5 |
| 21. Performs tasks that are expected of him/her. | 1 2 3 4 5 |
| 22. Meets formal performance requirements of the job. | 1 2 3 4 5 |
| 23. Engages in activities that will directly affect his/her performance evaluation. | 1 2 3 4 5 |
| 24. Neglects aspects of the job he/she is obligated to perform. | 1 2 3 4 5 |
| 25. Fails to perform essential duties. | 1 2 3 4 5 |
| 26. Attendance at work is above the norm. | 1 2 3 4 5 |
| 27. Give advance notice when unable to come to work. | 1 2 3 4 5 |
| 28. Take undeserved work breaks (reverse-scored). | 1 2 3 4 5 |
| 29. Great deal of time spent with personal phone conversations (reverse-scored). | 1 2 3 4 5 |
| 30. Complain about insignificant things at work (reverse-scored). | 1 2 3 4 5 |
| 31. Conserve and protect organizational property. | 1 2 3 4 5 |
| 32. Adhere to informal rules devised to maintain order. | 1 2 3 4 5 |
| 33. Help others who have been absent. | 1 2 3 4 5 |
| 34. Help others who have heavy work loads | 1 2 3 4 5 |
| 35. Assist supervisor with his or her work when not asked | 1 2 3 4 5 |
| 36. Take time to listen to coworkers' problems and worries | 1 2 3 4 5 |
| 37. Go out of my way to help new employees | 1 2 3 4 5 |
| 38. Take personal interest in other employees | 1 2 3 4 5 |
| 39. Pass along information to coworker. | 1 2 3 4 5 |

# Section D        Background Information

**1. Sex:**     □Male    □Female

**2. Your current age:** _____ **yrs**

**3. Your working experience:** _____ **yrs**

**4. Your education level:**
  □Primary
  □Secondary
  □Diploma/Junior College
  □Bachelor's Degree
  □Graduate Degree
  □Others: _____

**5. Your position in Organization:**
  □Top Level
  □Upper Middle Level
  □Middle
  □Lower Middle Level
  □Junior Level

**6. Type of organization:**
  □Social service/Charity
  □Public sector/Civil Service
  □Private sector/Business
  □Multi-national corporation
  □Others:_____

**7. Number of employees in your organization:** _____

## End of questionnaire survey

## Thank you very much for your responses

**SMU**
SINGAPORE MANAGEMENT UNIVERSITY

# 员工工作态度和企业社会责任感知调查

*尊敬的先生\女士：*

*您被邀请参加一个关于员工工作态度和企业社会责任感知课题的调查研究。*

*如果您能参与这项调查，请回答所附问卷。这项调查包括的问题是有关您对企业的社会责任的看法和态度，您通常从事的活动，以及一些个人信息。调查问卷将占用您不超过20分钟的时间。请将回答完的问卷归还给发放这份问卷的调查者。*

*您的见解十分宝贵，而且您的回答将会被保密。您在这项研究中的参与是自愿的。拒绝参加将不涉及到您在其他方面享有的福利损失。您的参与可以随时中止而不受处罚或利益的损失。通过完成及交回这份问卷，就已表明您同意参与这项研究并已年满18岁。如果您有任何疑问关于您的这次参与，请通过电子邮件：irb@smu.edu.sg 或电话：+65-6828-1925联络机构审查委员会秘书处的斯蒂芬妮女士。*

*这项研究的数据将只用于学术研究。研究人员以任何方式都无法从您的问卷获得您的身份。这项研究的发表不会提到您所在组织的工作性质。因此，它不涉及任何风险或带来不适。如果您需要任何这个问卷的澄清，请随时与我联系，郑丹，电话：+65-9295-2816，电邮：zhengdan.2008@mm.smu.edu.sg.*

*感谢您的参与。祝愿您未来的事业取得成功。*

*此致*

———————————

*郑丹*
*管理科学 研究方式（管理）学生*
*李光前商学院*
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# A 部分

*下列陈述是关于个人对公司看法的描述。请用如下等级指明在多大程度上您同意或不同意以下各项陈述：*

| 1 | 2 | 3 | 4 | 5 |
|---|---|---|---|---|
| *强烈不同意* | *不同意* | *中立* | *同意* | *强烈同意* |
| *(SD)* | *(D)* | *(N)* | *(A)* | *(SA)* |

| 陈述 | SD SA | D | N | A | |
|---|---|---|---|---|---|
| 1. 我们的公司已成功将利润最大化。 | 1 | 2 | 3 | 4 | 5 |
| 2. 我们的公司努力降低运作成本。 | 1 | 2 | 3 | 4 | 5 |
| 3. 我们的公司密切监控员工的工作效率。 | 1 | 2 | 3 | 4 | 5 |
| 4. 高层管理部门建立了长期的业务战略。 | 1 | 2 | 3 | 4 | 5 |
| 5. 公司的管理者遵守法律。 | 1 | 2 | 3 | 4 | 5 |
| 6. 我们的公司遵守所有规范招聘和员工福利的法律。 | 1 | 2 | 3 | 4 | 5 |
| 7. 我们的公司鼓励员工多样性 (在年龄，性别或种族方面)。 | 1 | 2 | 3 | 4 | 5 |
| 8. 公司内部有相关政策以避免对员工的补偿和晋升歧视。 | 1 | 2 | 3 | 4 | 5 |
| 9. 我们的公司有详尽的行为守则。 | 1 | 2 | 3 | 4 | 5 |
| 10. 我们的公司被公认为是一个可信赖的公司。 | 1 | 2 | 3 | 4 | 5 |
| 11. 公平对待同事和业务合作伙伴是员工评估过程中不可或缺的一部分。 | 1 | 2 | 3 | 4 | 5 |
| 12. 保密计划使员工可以报告工作中发现的任何失职行为(如偷窃行为或性骚扰)。 | 1 | 2 | 3 | 4 | 5 |
| 13. 公司的销售人员和员工需要为所有的客户提供充分和准确的资料。 | 1 | 2 | 3 | 4 | 5 |
| 14. 我们的公司支持那些获得更多教育的员工。 | 1 | 2 | 3 | 4 | 5 |
| 15. 灵活的公司政策使员工能够更好地协调工作和个人生活。 | 1 | 2 | 3 | 4 | 5 |
| 16. 我们的公司提供了充足的慈善捐款。 | 1 | 2 | 3 | 4 | 5 |
| 17. 我们的公司已制定减少能源消耗量和材料浪费的计划。 | 1 | 2 | 3 | 4 | 5 |
| 18. 我们的公司鼓励与当地企业和学校的伙伴关系。 | 1 | 2 | 3 | 4 | 5 |

# B  部分

*下列陈述是描述个人对工作或公司的感受。请用如下等级指明在多大程度上您同意或不同意以下各项陈述*

| | 1 | 2 | 3 | 4 | 5 |
|---|---|---|---|---|---|
| | *强烈* | *不同意* | *中立* | *同意* | *强烈* |
| | *不同意* | | | | *同意* |
| | *(SD)* | *(D)* | *(N)* | *(A)* | *(SA)* |

| 陈述 | SD SA | D | N | A | |
|---|---|---|---|---|---|
| 1. 我在工作中找到了真正的乐趣。 | 1 | 2 | 3 | 4 | 5 |
| 2. 我比别人更喜欢我的工作。 | 1 | 2 | 3 | 4 | 5 |
| 3. 我很少厌倦我的工作。 | 1 | 2 | 3 | 4 | 5 |
| 4. 我不会考虑接受另一份工作。 | 1 | 2 | 3 | 4 | 5 |
| 5. 大多数时候我热情对待我的工作。 | 1 | 2 | 3 | 4 | 5 |
| 6. 我相当满意我的工作。 | 1 | 2 | 3 | 4 | 5 |
| 7. 我将非常乐意在这个公司度过我的职业生涯。 | 1 | 2 | 3 | 4 | 5 |
| 8. 我觉得公司的问题就像是我自己的问题。 | 1 | 2 | 3 | 4 | 5 |
| 9. 我不觉得我是这个公司"家庭中的一员"。(反向语句) | 1 | 2 | 3 | 4 | 5 |
| 10. 我不觉得"情感上依附"这个公司。(反向语句) | 1 | 2 | 3 | 4 | 5 |
| 11. 这个公司对我个人来说意义很大。 | 1 | 2 | 3 | 4 | 5 |
| 12. 我对这个公司没有很强的归属感。(反向语句) | 1 | 2 | 3 | 4 | 5 |
| 13. 即使我想，现在我也很难离开这个公司。 | 1 | 2 | 3 | 4 | 5 |
| 14. 如果现在我决定要离开这个公司，我的生活会被打乱。 | 1 | 2 | 3 | 4 | 5 |
| 15. 现在，留在这个公司是必要的也是我渴望的事。 | 1 | 2 | 3 | 4 | 5 |
| 16. 有太少选择可供我考虑离开这个公司。 | 1 | 2 | 3 | 4 | 5 |
| 17. 离开这个公司的消极后果之一是缺乏备选公司。 | 1 | 2 | 3 | 4 | 5 |
| 18. 我继续在这个公司工作的一个主要原因就是离开将需要相当大的个人牺牲; 其他公司可能不会提供我在这里享有整体利益。 | 1 | 2 | 3 | 4 | 5 |
| 19. 如果我还没有在这个公司投入很多，我可能会考虑在其他公司工作。 | 1 | 2 | 3 | 4 | 5 |
| 20. 我不觉得有任何义务留在这个公司。(反向语句) | 1 | 2 | 3 | 4 | 5 |
| 21. 即使对我有利，我也觉得现在离开这个公司是不 | 1 | 2 | 3 | 4 | 5 |

| | | | | | |
|---|---|---|---|---|---|
| 正确的。 | | | | | |
| 22. 如果我现在离开了这个公司我会感到内疚。 | 1 | 2 | 3 | 4 | 5 |
| 23. 这个公司值得我对它忠诚。 | 1 | 2 | 3 | 4 | 5 |
| 24. 我现在不会离开这个公司，因为我对这里的人有一份责任感。 | 1 | 2 | 3 | 4 | 5 |
| 25. 我很感激这个公司。 | 1 | 2 | 3 | 4 | 5 |

# C 部分

*下列陈述是关于个人的工作行为。请指明在多大程度上您同意或不同意下面语句所描述的**您工作中的行为**。请使用如下等级：*

| *1* | *2* | *3* | *4* | *5* |
|---|---|---|---|---|
| *强烈不同意* | *不同意* | *中立* | *同意* | *强烈同意* |
| *(SD)* | *(D)* | *(N)* | *(A)* | *(SA)* |

| 陈述 | SD SA | D | N | A |
|---|---|---|---|---|
| 1. 进行自我培训。 | 1 | 2 | 3 | 4 | 5 |
| 2. 自愿超时工作。 | 1 | 2 | 3 | 4 | 5 |
| 3. 促进公共福利(如：献血,植树)。 | 1 | 2 | 3 | 4 | 5 |
| 4. 保持工作场所干净整洁。 | 1 | 2 | 3 | 4 | 5 |
| 5. 参与员工组织举办的活动。 | 1 | 2 | 3 | 4 | 5 |
| 6. 提供有建设性的建议。 | 1 | 2 | 3 | 4 | 5 |
| 7. 促进公司的外部形象和产品。 | 1 | 2 | 3 | 4 | 5 |
| 8. 帮助同事非工作事项。 | 1 | 2 | 3 | 4 | 5 |
| 9. 承担额外的责任。 | 1 | 2 | 3 | 4 | 5 |
| 10. 节约公司资源(如：设备，电力)。 | 1 | 2 | 3 | 4 | 5 |
| 11. 帮助同事有关工作的事项。 | 1 | 2 | 3 | 4 | 5 |
| 12. 保持和谐的关系，防止冲突扩散。 | 1 | 2 | 3 | 4 | 5 |
| 13. 禁止对公司有害的行为。 | 1 | 2 | 3 | 4 | 5 |
| 14. 为社区服务(如：帮助长者)。 | 1 | 2 | 3 | 4 | 5 |
| 15. 分享与工作有关的有用的信息。 | 1 | 2 | 3 | 4 | 5 |
| 16. 使用个人资源帮助公司(如：个人社会关系)。 | 1 | 2 | 3 | 4 | 5 |

| | | | | | |
|---|---|---|---|---|---|
| 17. 参加公司组织的集体活动。 | 1 | 2 | 3 | 4 | 5 |
| 18. 对抗灾害保护公司。 | 1 | 2 | 3 | 4 | 5 |
| 19. 合格完成指定的工作。 | 1 | 2 | 3 | 4 | 5 |
| 20. 履行工作说明中所指明的责任。 | 1 | 2 | 3 | 4 | 5 |
| 21. 执行预期的工作任务。 | 1 | 2 | 3 | 4 | 5 |
| 22. 符合形式上的工作规定。 | 1 | 2 | 3 | 4 | 5 |
| 23. 参与那些会直接影响绩效评估的活动。 | 1 | 2 | 3 | 4 | 5 |
| 24. 忽视了某些工作方面的责任。(反向语句) | 1 | 2 | 3 | 4 | 5 |
| 25. 没有履行基本应尽的责任。(反向语句) | 1 | 2 | 3 | 4 | 5 |
| 26. 工作出勤情况高于标准要求。 | 1 | 2 | 3 | 4 | 5 |
| 27. 不能来工作时预先发出通知。 | 1 | 2 | 3 | 4 | 5 |
| 28. 进行不应有的休息。(反向语句) | 1 | 2 | 3 | 4 | 5 |
| 29. 大量工作时间花在打个人电话上。(反向语句) | 1 | 2 | 3 | 4 | 5 |
| 30. 抱怨工作中微不足道的事情。(反向语句) | 1 | 2 | 3 | 4 | 5 |
| 31. 节约并保护公司的财产。 | 1 | 2 | 3 | 4 | 5 |
| 32. 遵守用来维持秩序的非正式规则。 | 1 | 2 | 3 | 4 | 5 |
| 33. 帮助那些缺席的人。 | 1 | 2 | 3 | 4 | 5 |
| 34. 帮助那些有繁重工作负担的人。 | 1 | 2 | 3 | 4 | 5 |
| 35. 在主管没有要求的情况下协助他或她的工作。 | 1 | 2 | 3 | 4 | 5 |
| 36. 花时间听同事的问题和烦恼。 | 1 | 2 | 3 | 4 | 5 |
| 37. 不怕麻烦帮助新员工。 | 1 | 2 | 3 | 4 | 5 |
| 38. 关心其他员工。 | 1 | 2 | 3 | 4 | 5 |
| 39. 传递工作信息给同事。 | 1 | 2 | 3 | 4 | 5 |

# D 部分　　　　　　　背景资料

**1. 性别：** □男　□女

**2. 您目前的年龄：** _____ 岁

**3. 您的工作年限：** _____ 年

**4. 您的教育水平：**
　□小学
　□中学
　□大专学历
　□本科学位
　□研究生学位
　□其他：_____

**5. 您在公司的职位：**
　□高层
　□中高层
　□中层
　□中低层
　□初级

**6. 您所在公司的类型：**
　□社会服务/慈善
　□公共部门/行政部门
　□私营部门/企业
　□跨国公司
　□其他：_____

**7. 您所在组织的员工人数：** _____

**问卷调查结束**

**非常感谢您的回答**

![SMU Singapore Management University logo]

15 September 2009

Zheng Dan
Lee Kong Chian School of Business

Dear Zheng Dan

**IRB APPROVAL OF RESEARCH**
**CATEGORY 1:   EXEMPT FROM DETAILED (FULL) REVIEW**
**Title of Research: A Survey on Employees' Attitude and Corporate Social Responsibility**
**SMU-IRB Approval Number: IRB-09-0072-A0075**

Thank you for your IRB application for the above research, which we received on 10 September 2009 and the latest revised application received on 14 September 2009.

Please be informed that your application was approved on 14 September 2009. I am pleased to let you know that, based on the description of the research in your IRB application, the IRB has determined that your research falls under Category 1 and is therefore exempt from a detailed (full) review by the IRB.

Please note the following:

1. Indicate the above SMU-IRB approval number in all your correspondence with the IRB on this research.

2. If any adverse events or unanticipated problems involving human subjects occur during the course of the research project, you must complete in full the SMU-IRB Adverse Events Report Form (see SMU-IRB website) and submit it to the SMU-IRB within 24 hours of the event.

3. If you plan to modify your original protocol that was approved by the SMU-IRB, you must complete in full the SMU-IRB Protocol Modification Request Form (see SMU-IRB website) and submit it to the SMU-IRB to seek approval before implementing any modified protocol.

4. This IRB approval for your research is valid for one year (12 months) from the date of this letter.   If you plan to extend your research project beyond one year from the date of the IRB approval, you must submit a request to renew the research protocol using the Continuation Review Form (see SMU-IRB website).

If you have any queries, please contact the IRB Secretariat Ms Stephanie Tan at irb@smu.edu.sg or telephone 65-6828-1925.

Yours Sincerely,


Tan Hwee Hoon
Chairman
Institutional Review Board