

The model of corporate social responsibility, organizational commitment and employee green behavior

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Abstract

This study has explored the role of Organizational Commitment as mediating factors between Corporate Social Responsibility (CSR) and Employee Green Behavior. The objectives of this study are to build and test the theoretical model to identify the mediating factors in the linkage between CSR and Employee Green Behavior. The proposed model is developed from theoretical model of literature. It consists of CSR, Organizational Commitment and Employee Green Behavior. Additionally, three hypotheses were developed to examine the model. Structural Equation Modeling (SEM) is employed to test the model using data from companies which are in the list of ESG-100, 2016. ESG is stand for Environment, Social and Government. These companies are ranked by CSR club of Thailand of the year 2016. Both exploratory and Confirmatory Factor Analysis (EFA and CFA) are performed followed by Structural Equation Modeling along with AMOS software to examine the models. The results generally support the hypothesized model with research and managerial implications. The mediation of Organizational Commitment play as a mediating role between CSR and Employee Green behavior. Major involvement to the literature, which help to explore the relationship of CSR, Organizational Commitment as well as employee green behavior. Besides the new model of CSR, Employee Green Behavior and Organizational Commitment has been developed. Therefore, the model would be beneficial for both scholars and practitioners for their further development.

Keywords: Corporate Social Responsibility (CSR), Employee Green Behavior, Organizational Commitment, Structural Equation Modeling (SEM).



Introduction

Originally, the concept of corporate social responsibility (CSR) has been employed for strategic tool of business organization for many decade. CSR is widely used for international business strategy, particularly to gain competitive advantage for many organizations (Aguilera, Rupp, Williams, & Ganapathi, 2007; Ali, Rehman, Ali, Yousaf, & Zia, 2010, 2012; Santhosh and Baral, 2015; Esmaelinezhad, Singaravelloo, and Boerhannoeddin, 2015). CSR can be a source of opportunity, as well as making benefit in organizations (Porter & Kramer, 2006). Until now, the use of CSR still gains an interest for business responsibility. It helps the organizational executives understand the need of positive attitudes and behaviors among employees. It also motivates them to invest in CSR activities and thus tuning their employees' attitudes in promoting the work environment (Santhosh and Baral, 2015). The organizations have also realized the multidimensional benefits of CSR and have paid great attention to integrate it in all scopes of business strategies. Organizations are also using CSR to strengthen its relationships with different stakeholders including customers, investors, government, suppliers, and employees. These strengthened relationships ensure the organizations to minimize conflicts with stakeholders as well as to maximize loyalty from them. In respect of stakeholder approach, one of the most important stakeholders is employees, as they can be affected by organizational activities, and play a key role in the achievement or failure of their organization (Ali, Rehman, Ali, Yousaf, & Zia, 2010; Azim 2016).

Concerning to Cone Communication research display, ninety percent of the participants in the study are willing to work for the companies that care for their individual employees. Sixty percent of them are looking for the companies that encouraged for

environmental friendly operation or contributing to a moral basis. More importantly, **fifty one percent** won't work for a company that doesn't have strong social and environmental commitments and a solid CSR initiatives (adapted from cone communication, Whitney, 2016). Moreover, the past research confirmed that social performance and CSR reputation of the companies will draw the interest from potential future employments. CSR can also increase the perceived honesty of an organization for a job seeker who is lacking any previous interaction with the organization (Turker, 2008; Bolton, Kim, & O'Gorman, 2011; Closon, Leys, & Hellemans, 2015). From this respect, understanding employees' views is vital, because they can significantly influence workplace attitudes, behaviors, and performance which are fundamentally linked to business success (Bolton, Kim, & O'Gorman, 2011; Glavas & Kelley, 2014).

Concerning to employee attitude and behavior, organizational commitment is one of the individual strength recognized in an organization. In the field of organization theory found that organizational commitment can be explained as the behavioral display for the interaction between an individual and a group. Organizational commitment also stays in key position, and it is also a very important index of the outcome of organization performance and increase productivity. (You, Huang, Wang, Liu Lin and Tseng, 2013; Closon, Leys, & Hellemans, 2015; Abu-Shamaa, Al-Rabayah, & Khasawneh, 2015).

Furthermore, organizational commitment can effectively predict the demission behavior of the employees whether they will leave or stay in the organization (You et al, 2013). Besides, previous study found there is a significant relationship between employee's perceptions on corporate social responsibility activities and organizational commitment. This condition occurs because employees can



fully describe the activity of ethical social responsibility and generate engagement to the organization. In other words, employee's perceptions on corporate social responsibility activities significantly influence organizational commitment. (Ali, Rehman, Ali, Yousaf, & Zia, 2010; Tilleman, 2012; Terano, 2016).

As mentioned earlier, numerous of organizations employed CSR to lift up the level of their employee's commitment to the companies, as they are the important stakeholders of the organization. (Freeman, 1984; Turker, 2009; Ali et al, 2015; Azim 2016). Nevertheless, some organizations treat the natural resources as one of their external stakeholders as the organization that must take a priority concern in order to sustain their organization in a long run (Barter, 2011). The employees themselves also want to work with the companies that support the environment. Furthermore, environmental quality also strongly depends on human behavior patterns (Steg and Vlek, 2009). According to the data from Cone communication in 2015, it revealed that 82 percent of the job seekers want to work with the organizations which concern the environment (Cone communication 2105). Moreover, companies with strong environment sustainability and social responsibility programs have much higher employee engagement rates (greenbiz.com, 2014).

Subsequently, the importance of understanding human behavior towards the environment has led to the creation of specific areas of research, like environmental psychology.

Although the topics related to environmental sustainability and preservation are gaining importance across many different research areas, scholars in organizational behavior have produced very little regarding how to promote green behavior in organizations (Anderson, Jackson and & Russell, 2013; Araujo, 2014).

According to the organizational commitment and environment sustainability, if the employees comprehend and have to practice to environment sustainability, they tend to reduce the personal and organizational resource consumption (Lamm, Tosti-Kharas, & Williams, 2013).

Furthermore, people who engage in sustainability behaviors perform tasks such as taking action alongside, recycling household waste or demonstrating a willingness to accept climate change strategies (Lamm, Tosti-Kharas, & Williams, 2013). In some industry such as hotel and tourism, the green practices can contribute to communities and the environment. Moreover, these cause-related practices can increase customers' loyalty (Yoon, Jang & Lee, 2016). From this point, the environment sustainability may be great choice in gaining the competitive advantage to organizations in a long run. The significance of this study have both practical and theoretical problems. The definition of CSR is still difficult to confirm and lack of universal understanding (Aguilera, Rupp, Williams, & Ganapathi, 2007; Ali, Rehman, Ali, Yousaf, & Zia, 2010; Santhosh & Baral, 2015; Esmaeelinezhad, Singaravelloo, and Boerhannoeddin, 2015).

Additionally, the linkage between CSR and corporate strategy are often unclear (Porter & Kramer, 2006; Jamali, 2008; Bolton, Kim, & O'Gorman, 2011). The evidences of its applications are often under different names, traditions, and rationales, around the world (Carroll, 2016). Moreover, the linkage of CSR initiatives to other discipline such as organizational commitment is still little understanding (Rae, Sand, & Gadenne, 2015). Although the previously literature supports the idea that CSR influences employees, we still know little about how and why CSR directly influences on employees (Aguilera, Rupp, Williams, & Ganapathi, 2007; Aguinis, 2011; Lee, 2008; Pelozo, 2009). According to the content analysis of CSR, there are very



few articles focused on CSR as a mediator at the individual level (Aguinis & Glavas, 2012). Beside, there are many scholars who explore the scope of corporate social responsibility (CSR), mostly based on the perspective of the enterprise management or customers and still lack of the focusing on employee's point of view (Turker, 2008; Bolton, Kim, & O'Gorman, 2011; De Roeck & Delobbe, 2012; Ali et al 2012; You et al, 2013; Closon 2015; Prutina 2016). Besides, the past research is still shortage of the use of the organizational commitment as a mechanism to link with the CSR initiatives (Bhattacharya, Korschun, & Sen, 2009). The rationale for studying come from employee perceived organizational CSR to encourage the higher level of organizational commitment. Moreover, concept of organizational commitment and its antecedents and consequences have been discussed extensively by the theorists including Mowday, Steers, and Porter, 1979; Allen & Meyer, 1990. It is clear that the organizational commitment lead to higher organizational performance and influence environmental sustainability. Moreover, the past research has inadequately addressed the relationship between CSR and employee pro-environmental behavior. This insufficiency may also be recognized to the recently emerging green organizational behavior literature (Babiak & Trendafilova, 2011). Therefore, this study explain the missing link between CSR and employee green behavior as well as organizational commitment.

Literature Review

In this section, a theoretical framework is built on the existing theoretical constructs. Then, a theoretical model is hypothesized using the existing conceptualized of literature related to CSR, Organizational Commitment and Employee green behavior of the organization.

Corporate social responsibility (CSR)

The background of corporate social responsibility started in 1930 by Theodore Kreps, the term "social audit" was first introduced in relation to companies reporting their social responsibility (Carroll & Shabana, 1999).

Bowen (1953), the famous book called "Social responsibility for businessman, stated that CSR became obligations of businessmen to pursue decisions or to follow their lines of action in business decisions that values of society (Developments in the concept of corporate social responsibility, n.d). Milton Friedman, very prominent theorist (1962) announced "the capitalism and freedom" approach which focuses on social security as a particularly large and unfair system. A corporate executive has a direct responsibility to conduct business in accordance with shareholders desire to make as much money as possible while conforming to their basic rules of the society, those embodied both in law and in ethical custom (Friedman 1962, 1982); Harold Johnson (1971) formed the concept of "CSR and Stakeholders". A responsible enterprise should take into account the interests of employees, suppliers, dealers, local communities and the nation as a whole. It is noteworthy that pioneered the stakeholder theory with a framework which identified key stakeholders for business (Rahman, 2011). Despite the existence of many perspectives of CSR, Carroll (1979, 1983, 1999), introduced 4 dimensions of CSR namely: economic, legal, ethic and philanthropy.

Economic responsibilities refer to a fundamental condition or requirement of running, businesses. Therefore, this component will concern economic performance such as to perform in a manner consistent with maximizing



earnings per share, to be committed to being as profitable as possible, to maintain a strong competitive position, and to maintain a high level of operating efficiency (Carroll, 1999; Visser, 2005).

Legal responsibilities is a form of obeying to laws and regulations required from society. Society has not only authorized businesses as economic entities, but it has also established the ground rules under which businesses are expected to operate and function.

Ethical responsibilities refer to organizations that are aware of fairness and justice and avoid harming to their stakeholders. To fulfill this goal of expectations, the company has to organize the activities that reflect the honor to their consumers, employees, owners and the community and respect to the protection of stakeholders' moral rights.

Philanthropic responsibilities include all forms of business giving. Corporate philanthropy embraces business's voluntary or discretionary activities. Philanthropy or business giving may not be a responsibility in a literal sense, but it is normally expected by businesses and is a part of the ordinary expectations of the public.

Organizational commitment

The definitions of commitment can be defined as the act of promising to fulfill an obligation to someone or something at a future time (Porter, Steer, Boulian, & Mowday, 1974; Zangaro 2008). Moreover, the word "commitment" has been used to describe different concepts in the past as a willingness to put an energy and a loyalty for social systems and the affective attachment of employees for their employers. Organizational commitment arises from a realization by the individual that commit him/herself to their

occupation. In order to make working life meaningful, an individual must commit him/herself to something. In this study, the employed three approaches of organizational commitment which is developed by Allen & Meyer (1987). The approaches includes affective, continuance and normative commitment.

Affective Organization Commitment refers to the identification with and contribution to the organization. The commitment is based on employees' emotional bonds with organization. And the employees develop this commitment with the organization mainly through positive work experiences (Allen & Meyer, 1990). **Continuance Organization Commitment** refers to the employee's willingness to remain or leave the organization. This judgment is based on the perceived of both costs in economic and social or personal investment in the form of nontransferable, and other benefits that make it too costly for one to leave and seek employment in another place (Allen & Meyer, 1990).

Normative Organization Commitment is a feeling of responsibility to continue employment or commitment based on perceived obligation towards the organization, such as rooted in the norms of mutual benefit. (Allen & Meyer, 1990).

The relationship between CSR and Organizational Commitment

The previous scholar, Azim (2016) has done the research on CSR and employee behavior, and treated the organizational commitment as mediator. Prutina (2016), conducted the research on the topic of "the effect of CSR on employee engagement. The result indicated the positive effect of perceived external corporate social responsibility and perceived internal corporate social

responsibility on employee engagement, and also confirmed the organizational identification has a mediating role of those variables. Farooq, Payaud, Merunka, & Valette-Florence (2014), conducted the research on the impact of corporate social responsibility on organizational commitment. The research classified CSR in different stakeholders such as community, employee, environment, and consumer. Organizational trust and organizational identification were treated as mediators. The result showed organizational trust and organizational identification fully mediate between the CSR and affective organizational commitment (AOC).

Hypothesis Development between CSR and Organizational Commitment

From the past researches, it can be assumed that there is a positive relationship between employees perceived organizational CSR and employee's organizational commitment. This leads to the following research hypothesis:

Hypothesis 1. There will be a positive relationship between employee's perceived corporate social responsibility and organizational commitment.

Employee Green Behavior

Green behavior is behavior that reduces damage to the environment as much as possible, or even supports it, including diminishing energy use, and reducing waste. Basically, green behavior has been defined as 'doing good and avoiding bad' (European Commission, 2012). The theory of green behavior is derived from the neoclassic economic theory, which

involved decision-making processes of individuals and organizations. The process are categorized into three broad assumptions: 1) individuals have rational preferences, 2) they maximize outcomes and 3) they act independently on the basis of full information. This behavior is the result of conscious deliberative thought and that education would result in more pro-environmental behavior. Theory of green behavior developed by Steg & Vlek (2009). They recognized that individuals or household behaviors have a substantial impact on the environment. Green behavior is the behavior that minimizes harm to the environment as much as possible. Those behaviors include minimizing energy use, and reducing waste. Besides, the green five-taxonomy was introduced by Dr. Deniz S. Ones, Dr. Stephan Dilchert in 2012. This concepts was developed based on the psychological research with more than 5,000 people conducted by Dr. Deniz S. Ones, Dr. Stephan Dilchert, and their colleagues. The green five focuses on people's behavior on what they do, not outcomes or resources. The green five taxonomy contains behaviors with common psychological cores and includes several subcategories that are driven by similar purposes of conserving. Behaviors aimed at avoiding wastes and preserving resources includes: reducing use, reusing, and recycling. The "Green five taxonomy" consists of five variables such as working sustainably, avoiding harm, conserving, influencing thers, and taking initiative.

Working Sustainably represents behaviors that sustain work systems or help work processes and products be more sustainable (Ones & Dilchert, 2012).

Avoiding harm or avoiding environmental hazard contains three categories (Ones & Dilchert, 2012). Behaviors can either harm the earth or cause increasing damage, or



else can enhance the earth, making its ecosystems healthier. **Conserving** or natural resources conservation category represents behaviors for instant helping preserve resources and reduce waste (Ones & Dilchert, 2012). **Influencing others** or stimulate others to preserve the environment The category of influencing others or stimulate others to preserve the environment represents how individuals can influence each other to engage in environmental behaviors.

Taking initiative or being initiative in the environment or being initiative in the environment is the last category of the green five taxonomy. This behaviors involves stepping outside the box, taking a risk, and encouraging environmentally-related change (Ones & Dilchert, 2012). This category focuses on how individuals encourage and promote environmentally-friendly behaviors, so the behaviors being encouraged might be included under the other categories.

The relationship amongst CSR, organizational commitment and environment sustainability and employee green behavior

Recently, there has been immense pressure on organizations to follow to environmental standards for their sustainability in the long run. Therefore, organizations are forced to comply with environment regulation or required to minimize their operations negatively affect the environment. There are international standard requirement such as ISO14000, ISO 18000, and so on which organization have to follow those requirements. Since the manufacturing sector consume a lot of resource from environment, it need to pay the significant role to protect the environment (Santhosh & Baral, 2015). Therefore, corporate social responsibility

(CSR) activities of organizations, particularly the activities which involved environmental support may be the best choice to support their environmentally requirements. Muster & Schrader (2015), work on the topic of “Green Work-Life Balance” A new perspective for green HRM”, the study suggested that green HRM can meet its full potential by considering employees in their role both producers and consumers.

Employees learn different kinds of behavior not solely at the office, but also in their personal life. Subsequently, they need to share between working life and private life. Hence, a “green work-life balance concept” is proposed to facilitate environmentally friendly behavior in both working life and private life. This concept offers chances not only for the environment, but also for the company and its employees by increasing work motivation as well as job retention.

Another study, Rae, Sands, & Gadenne (2015) studied on associations between organizations’ motivated workforce and environmental performance. The objectives of this study aim to investigate the association between a motivated and prepared workforce and environmental performance. Three hundred of operating employees in Australian organizations were the respondents. The results identify significant associations between affective commitment, employee performance process, and training, which process improvement and innovation process are treated as mediators. These outcomes can enhance environmental performance, add value-creating processes, and improve work practices. Lamm, Tosti-Kharas, & Williams (2013) conduct the research on organizational commitment and environment sustainability, and found that if the employees comprehend and have to practice to environment sustainability,

they tend to reducing personal and organizational resource consumption (Lamm, Tosti-Kharas, & Williams, 2013).

Hypothesis development of CSR, organizational commitment and employee green behavior

As mentioned earlier, many researches proved that there are relationship among CSR, organizational commitment and environment sustainability. Therefore, to support this indication hypothesis 2 and 3 are proposed as:

Hypothesis 2. There will be a positive relationship between organizational

commitment and organizational Employee Green Behavior

Hypothesis 3. The organizational commitment will be a mediating variable between corporate social responsibility and employee green behavior.

The proposed Model of CSR, OC and EGB.

This study suggests a conceptual Model as developed from the literature, which consist of three main constructs, corporate social responsibility (CSR), Organizational commitment (OC) and Employee Green Behavior (EGB), and the hypotheses are shown in the figure 1

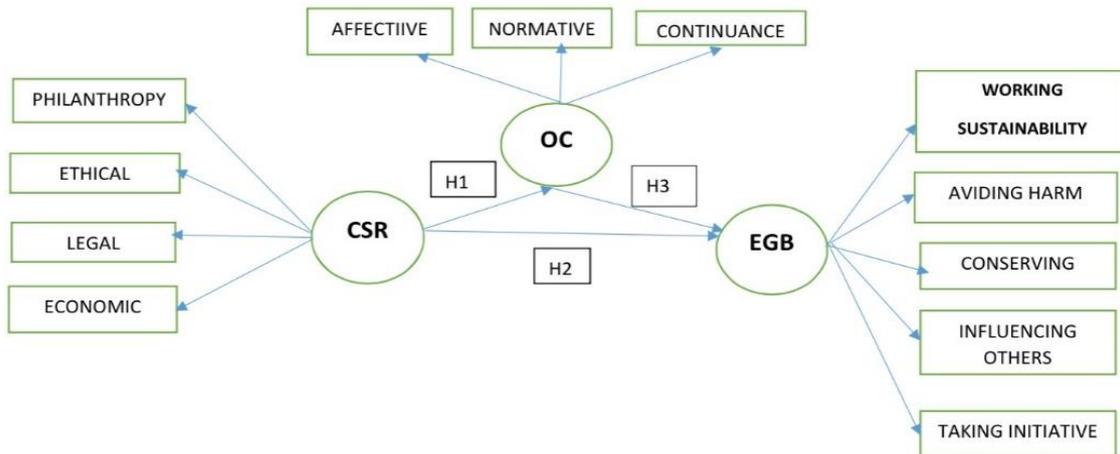


Figure 1 The Propose Model of Corporate Social Responsibility Organizational Commitment and Employee Green Behavior

Research Design and Methodology

A quantitative approach was used in this study. The structural equation modeling (SEM) will be used to describe the combination of both exploratory and

confirmatory variables for testing the relation through the path model. In addition, the analysis of moment structures (AMOS) will be employed to support the path model.

Test of Reliability and Validity

Reliability Test : Reliability and validity are tested for all 3 factors, CSR, OC and EGB. Hair et.al. (2016) suggested that Cronbach's alpha value is over 0.70 indicating as reliable, and if the value is 0.60, it can be acceptable lower limit of reliability. The results showed CSR's Cronbach's alpha values are ranged from 0.871 to 0.919. While organizational commitment, the Cronbach's alpha varied from 0.738 to 0.893, and employee green behavior having the Cronbach's alpha values over 0.70 which all constructs are considered reliable. Since the reliability is achieved, it indicate the internal reliability.

Validity Test: Regarding the IOC techniques is used for content validity, the result show the value of 0.78 which indicated all questions has content validity and are assumed sufficient for the test.

Sampling

The ESG-100 (2016) companies were selected for this study. ESG is presented as the list of companies which is recognized in terms of Environment, Social and Governance. The ESG-100 covers 8 major industries in Thailand. For the sample size, Kline (2011) recommended that an adequate sample size should be 10 times of the amount of parameters in path analysis. There are 55 Questions in this study, therefore, at least 550 employees from those companies will be respondents for this study. However, 1000 of questionnaires were distributed to target companies, 670 questionnaires are returned, therefore, the response rate of the sample 67.0%. It is an acceptable response rate as per the practical studies, however 638 questionnaires are usable after the data cleaning process. (Hair & Black, 2010)

Questionnaire Design

The Questionnaire was established from four variables of CSR construct, which was developed from pyramid of Carroll's CSR. The variables are Philanthropic, Ethical, Legal, and Economic. For Organizational Commitment, there are 3 constructs which were applied from Allen & Meyer (1990) and consists of affective, normative and continuance commitment. Additionally, the questionnaires for employee Green behavior are developed from Ones and Dilchert (2012); McConnaughy (2014), which consisted of working sustainability, avoiding harm, conserving, influencing others, and taking Initiative. For scale development, participants will specify their response on a seven-point Likert-type scale (Vagias, Wade M. (2006), which are explained as follows: 1 = Strongly disagree, 2 = Disagree, 3 = Somewhat disagree, 4 = Neither agree or disagree, 5 = Somewhat agree, 6 = Agree, and 7 = Strongly agree.

Data Analysis and Finding

Exploratory and Confirmatory factor analysis of the constructs of CSR, OC and EGB.

Although, well-established instruments were used to measure the constructs, yet, exploratory factor analysis (EFA) is performed to examine the dimensionalities of all variables. Subsequently, the common factor are grouped in the same dimension, afterwards the items with low communality figures (< 0.5), are removed and the remaining measured items were confirmed for using confirmatory factor analysis (CFA) based on proposed theoretical framework. In this study, from the EFA analysis, the 12 components are deducted to 9 components. For CSR construct, ethical component was combine

with the legal component and adjusted to the new term namely “Organizational integrity”. The Organizational commitment was decreased to 2 dimensions’ affective and continuance. While the 5 dimensions of Employee Green behavior was also decreased from 5 to 3 dimensions;

Working sustainability, conserving and taking initiative.

Adjusted -Analysis Model

As a final part of exploratory analysis, the hypothesized model was adjusted and be shown in figure 2 below.

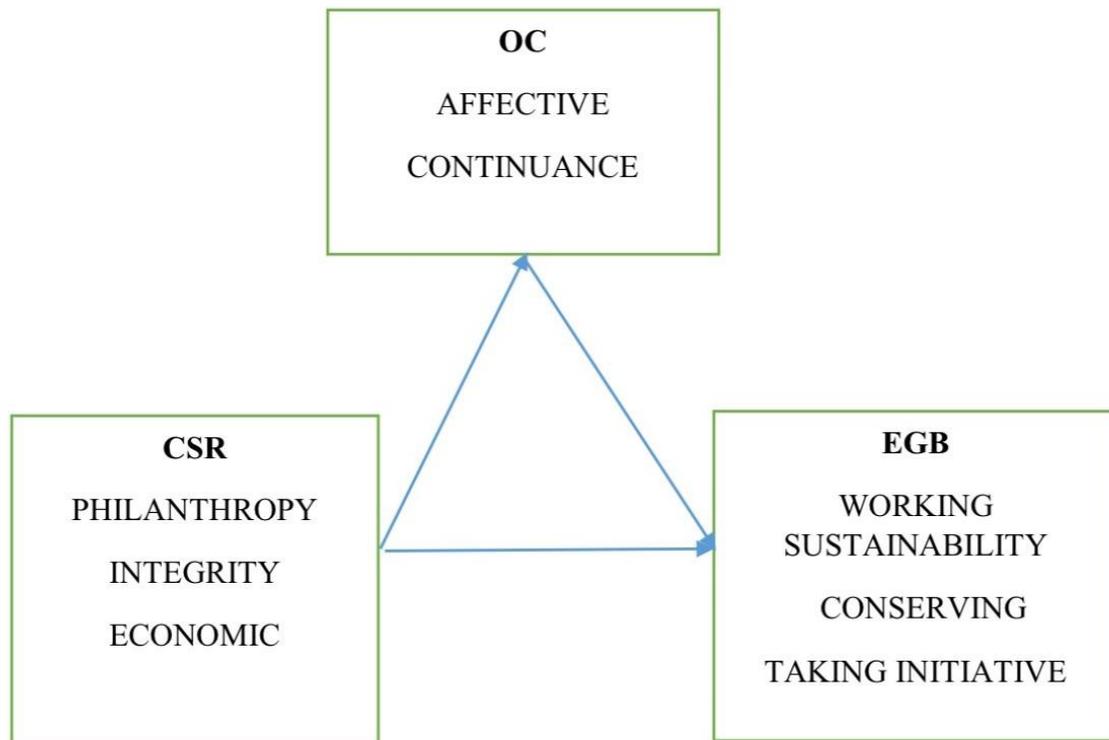


Figure 2 The developing model of CSR, Employee green behavior and Organizational commitment as a moderator

Subsequently, is to measure the hypothesized paths using structural equation modeling (SEM). That is deals with measurement models for test the relationships between observed measures or indicators and latent variables or factors.

Table 1 and figures 3 - 5 present factor loading of the confirmed items, and the confirmatory factor analysis (CFA) of CSR, organizational commitment and employee green behavior. Besides, the table 2 presented the result of model fit of those three constructs.

Table 1 Factor loading of the constructs (CSR, Organizational Commitment and Employee Green behavior)

| CONSTRUCTS | ITEMS | FACTOR LOADING |
|-------------------|--------------|-----------------------|
| CSR | PC-Q1 | 0.76 |
| CSR | PC-Q2 | 0.73 |
| CSR | PC-Q3 | 0.83 |
| CSR | PC-Q4 | 0.88 |
| CSR | ETHC-Q5 | 0.81 |
| CSR | ETHC-Q6 | 0.80 |
| CSR | ETHC-Q7 | 0.90 |
| CSR | ETHC-Q8 | 0.86 |
| CSR | ETHC-Q9 | 0.79 |
| CSR | LC-Q10 | 0.79 |
| CSR | LC-Q11 | 0.79 |
| CSR | LC-Q12 | 0.73 |
| CSR | LC-Q13 | 0.76 |
| CSR | EC-Q14 | 0.82 |
| CSR | EC-Q15 | 0.84 |
| CSR | EC-Q16 | 0.81 |
| CSR | EC-Q17 | 0.83 |
| CSR | EC-Q18 | 0.80 |
| OC | OC-AC-Q19 | 0.71 |
| OC | OC-AC-Q20 | 0.73 |
| OC | OC-AC-Q21 | 0.93 |
| OC | OC-AC-Q22 | 0.96 |
| OC | OC-AC-Q23 | 0.85 |
| OC | OC-CC-Q26 | 0.69 |
| OC | OC-CC-Q27 | 0.86 |
| OC | OC-CC-Q28 | 0.78 |
| EGB | EGB-WS-Q34 | 0.70 |
| EGB | EGB-WS-Q37 | 0.80 |
| EGB | EGB-WS-Q38 | 0.71 |
| EGB | EGB-AH-Q39 | 0.81 |
| EGB | EGB-AH-Q40 | 0.83 |
| EGB | EGB-AH-Q41 | 0.77 |
| EGB | EGB-AH-Q42 | 0.91 |
| EGB | EGB-C-Q43 | 0.93 |
| EGB | EGB-C-Q44 | 0.88 |
| EGB | EGB-C-Q45 | 0.79 |
| EGB | EGB-TI-Q51 | 0.91 |
| EGB | EGB-TI-Q52 | 0.94 |
| EGB | EGB-TI-Q53 | 0.92 |
| EGB | EGB-TI-Q54 | 0.81 |
| EGB | EGB-TI-Q55 | 0.73 |

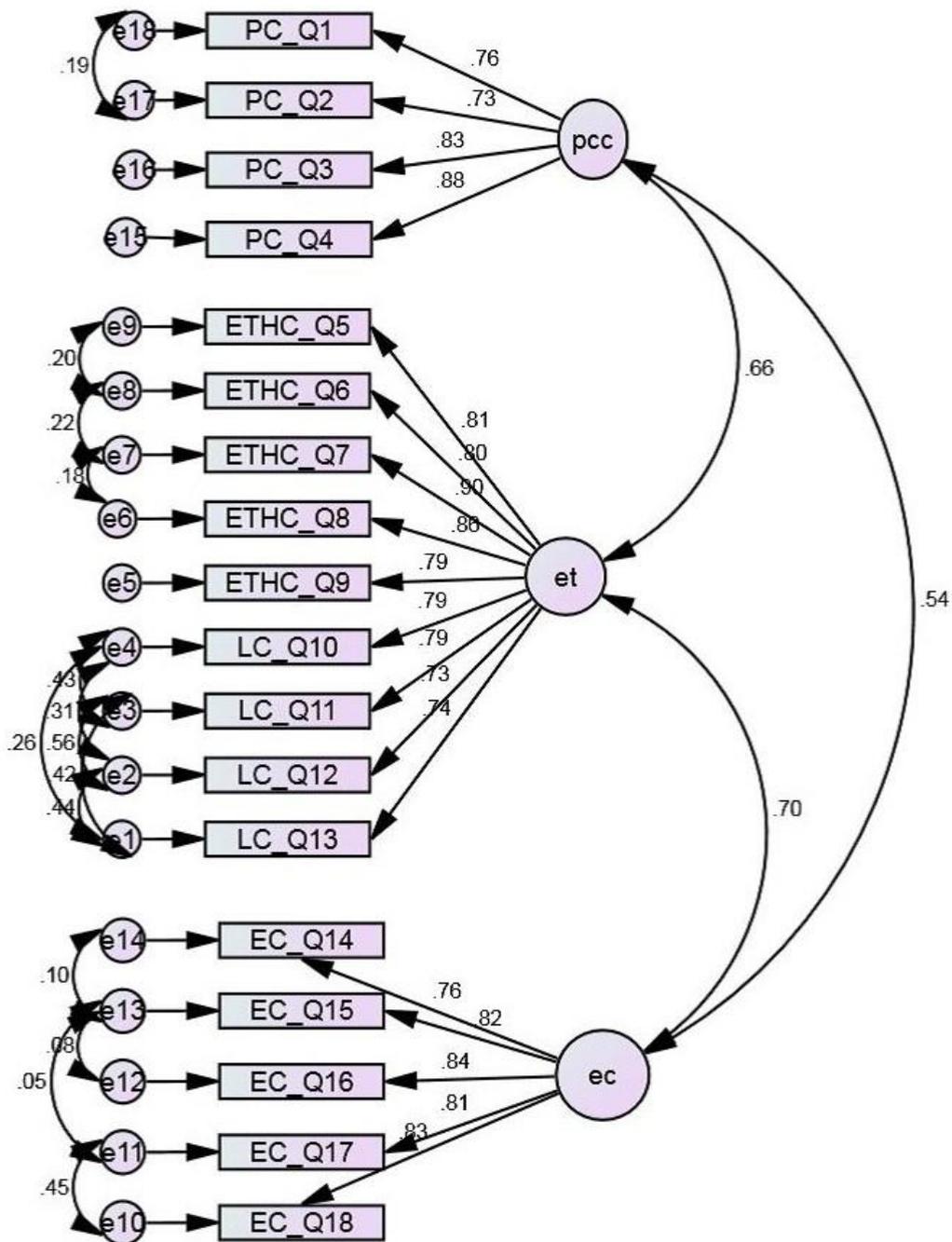


Figure 3 Measurement Model of Confirmatory Factor Analysis Corporate social Responsibility

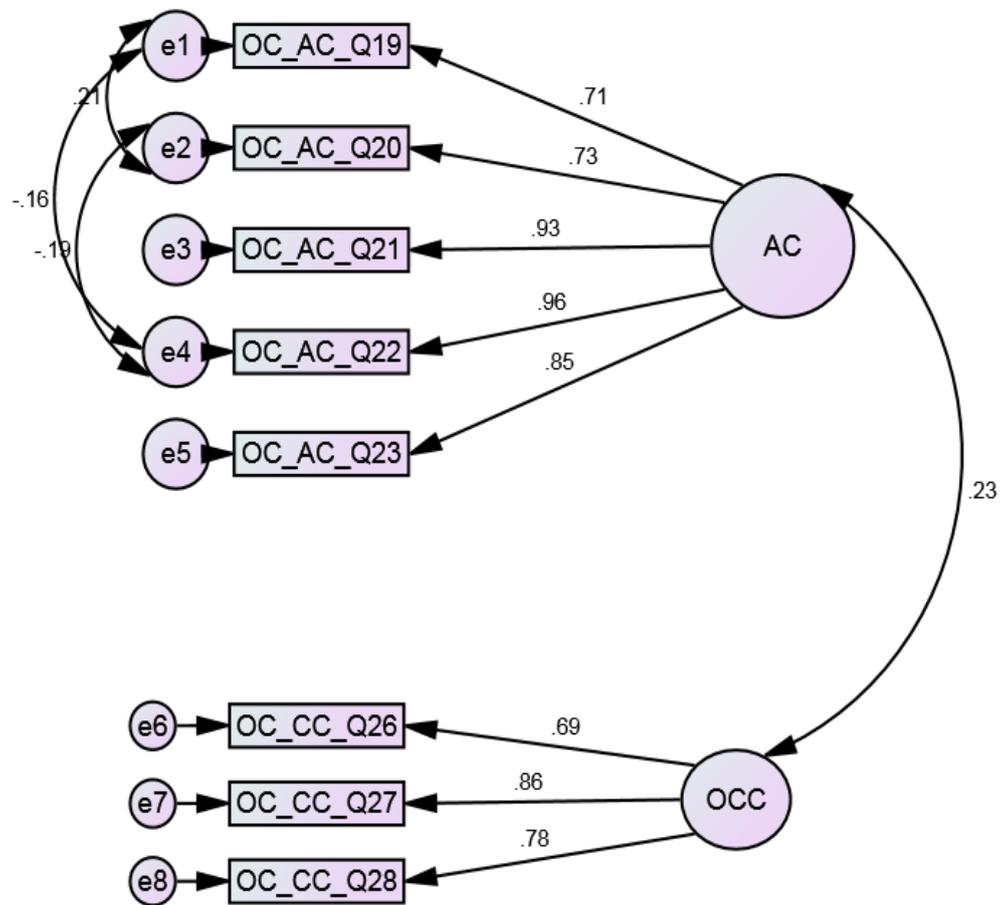


Figure 4 Measurement model of Confirmatory Factor Analysis Organizational Commitment

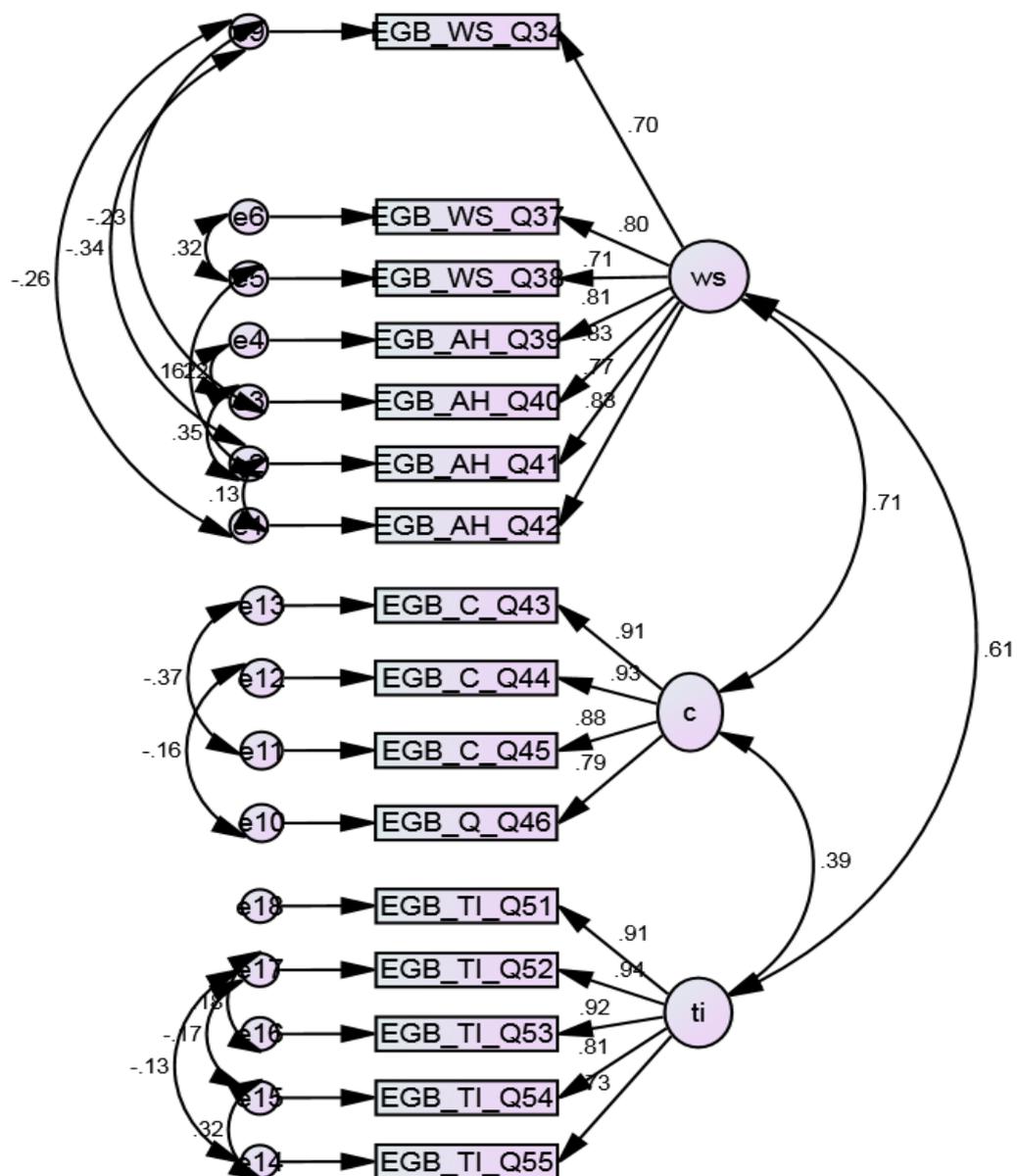


Figure 5 Measurement model of Confirmatory Factor Analysis of Employee Green Behavior

Table 2 Confirmatory Factor Analysis: Fit Indices for Model of CSR, OC and EGB

| Factor | χ^2 /df | GFI | AGFI | NFI | IFI | CFI | RMSEA |
|--------|--------------|-------|-------|-------|-------|-------|-------|
| CSR | 2.917 | 0.944 | 0.919 | 0.964 | 0.976 | 0.976 | .055 |
| OC | 4.775 | .974 | .927 | .984 | .987 | .987 | .077 |
| EGB | 4.628 | .931 | .893 | .956 | .965 | .965 | .075 |

Since the factor analysis took place, and the adjusted model is reformed, therefore, the study focus on analysis of 3 constructs as a whole rather than emphasis of the dimensions.

The confirmatory factor analysis of CSR, it consist of 18 items. Within GFI, AGFI, NFI, IFI and CFI are 0.944, 0.919, 0.964, 0.976, 0.976 as shown in figure 2 and table 2, and residual errors are positive after using confirmatory factor analysis. RMSEA = 0.055 means the model is matched with the data, and χ^2/df is 2.917 < 5 means the model is acceptable fit. In addition, all the indexes indicate that the model fit is good fit and all the items can be used to Structure Equation Model analysis.

Besides, the organizational commitment (OC) construct, the items was deducted from 15 to 8 items. Within GFI, AGFI, NFI, IFI and CFI are 0.974, 0.927, 0.984, 0.987, 0.987 as shown in figure 2 and table 1, and residual errors are positive after using confirmatory factor analysis. RMSEA=0.077 mean the model is match with data, and χ^2/df 1.975 < 5 means the model is acceptable fit. In addition, all the indexes indicate that the model fit is acceptable and all the items can be used to Structure Equation Model analysis.

For employee green behavior (EGB) construct, the items was deducted from 22 to 16 items. Within GFI, AGFI, NFI, IFI and CFI are 0.931, 0.893, 0.956, 0.965 and 0.965 as shown in figure 4 and table 1, RMSEA=0.075 mean the model is match with data, and χ^2/df < 5 means the model is acceptable fit. In addition, all the

indexes indicate that the model fit is acceptable and all the items can be used to Structure Equation Model analysis.

Hypothesis Testing of Mediation Effect

Base on Baron and Kenny's (1986), there are three requirements for testing the mediation effect:

- 1) The independent variable must effect on mediating variables.
- 2) The independent must effect on the dependent variable.
- 3) The mediator variable must effect on the dependent variable.

In this study, CSR play as independent variable, employee green behavior play as a dependent variable, while organizational commitment play as a mediator variable. Furthermore, the standardize regression weight is also employed for this analysis.

Besides, when all requirements are examined, testing the mediation effect using SEM require significant result (standardize regression) for those variables are implemented, Hair et al (2006). Standardize regression weight has been used for scholar for execute the mediation testing (Mohamad et al, 2014).

In this part, an SEM path diagram was constructed by using AMOS software, figure 6 shows the direct effect path diagram of CSR and OC.

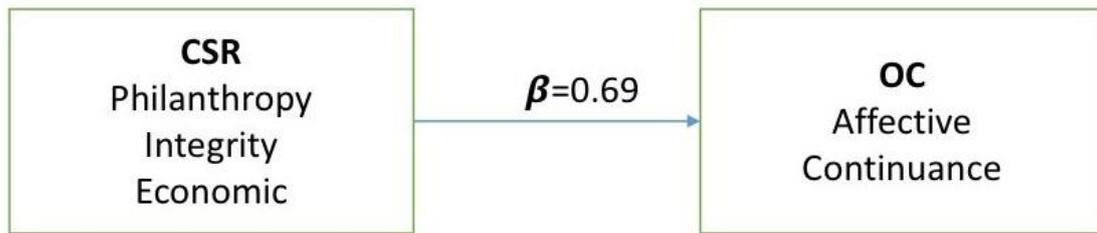


Figure 6 Confirmatory Factor Analysis of CSR and OC

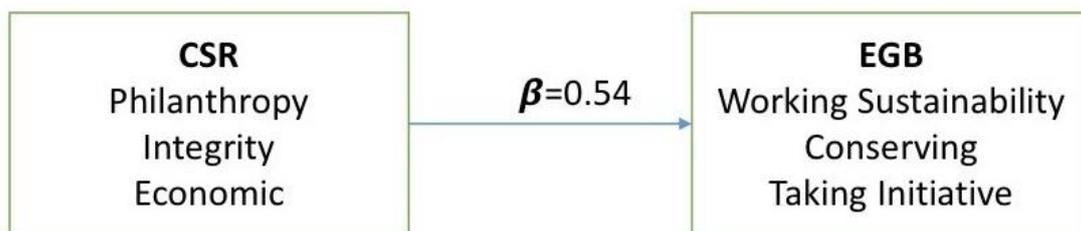


Figure 7 Confirmatory Factor Analysis of Corporate Social Responsibility and Employee Green Behavior

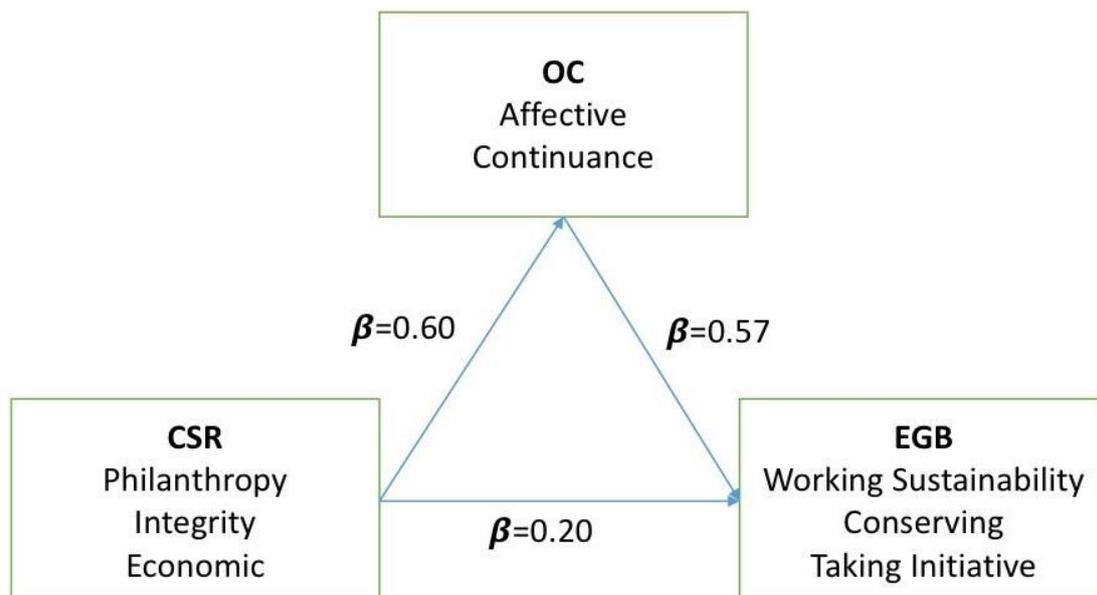


Figure 8 Structural equation modeling of Corporate Social Responsibility, Organizational Commitment, and Employee Green Behavior

In this part, the model is tested for direct effect of CSR to organizational commitment. The results indicated that CSR has positivity relationship with organizational commitment with the beta coefficient = .69 as shown in figure 6 above.

Besides, the model is tested for direct effect of CSR to employee green behavior (EGB), the results indicated that CSR has positivity relationship with employee

green behavior with the beta coefficient = .54 as shown in figure 7.

Finally, the model is test for the relationship between CSR, employee green behavior and organizational commitment (OC) as a mediator. The beta coefficient of CSR to EGB is drop down from .54 to .20. The value of .20 > .0, therefore, organizational commitment perform as partial mediator.

Table 3 The summary of Standardize Estimate : Relationship among CSR, OC and GB

| | | | Estimate | S.E. | C.R. | p | Label |
|-----|------|-----|-------------|-------------|---------------|-----|---------------|
| OC | <--- | CSR | .918 | .076 | 12.106 | *** | par_42 |
| EGB | <--- | CSR | .258 | .045 | 5.766 | *** | par_40 |
| EGB | <--- | OC | .362 | .035 | 10.209 | *** | par_41 |

From the table 3 indicates that corporate social responsibility has a positive effect on Organizational Commitment (0.918), the Organizational commitment has positive effect to Employee green behavior (0.362). Besides, CSR has a positive effect on Employee Green Behavior is drop down from .497 to 0.258, after the Organizational commitment variable enter to the model. Therefore, this model support the hypothesis that Organizational is mediating variable between Corporate Social Responsibility and Employee Green Behavior. All standard error (SE) of the path of CSR to OC, CSR to EGB and OC to EGB are .076, .045, .035 respectively which consider small value indicate the good

reliability of the mean (Altman & Bland, 2005).

All critical ratio of the three paths are 12.106, 5.766, and 10.209 which is greater than 1.96 mean the factor covariance is significant (Schumacker & Lomax, 2004). All p-Value are < .01 mean significant result. In conclusion, this study find the expected positive relationship between CSR, organizational commitment, and employee green behavior, as well as a positive association between organizational commitment and employee green behavior. The analysis also proved that organizational commitment mediates the link between CSR and employee green behavior as show in the table 4 below.

Table 4 The result of hypothesis test

| Item | Hypothesis | Result |
|------|--|----------|
| H1 | There is a positive relationship between Corporate Social responsibility and organizational commitment | Accepted |
| H2 | There is a positive relationship between organizational commitment and organizational Employee Green Behavior | Accepted |
| H3 | The organizational commitment is a mediating variable between corporate social responsibility and employee green behavior. | Accepted |

Conclusion, Discussion and Recommendation

Conclusion and discussion

In conclusion, hypothesis testing of the study found that there is a positive relationship between corporate social responsibility and organizational commitment, as well as a positive relationship between Organizational commitment and Employee green behavior. Moreover, the Organizational commitment played as a mediating variable between corporate social responsibility and Employee green behavior.

Therefore, the result of this study is very relevant literature findings. For instance, Brammer, Millington, & Rayton (2007) found a positive correlation between perceived CSR and employees' attitudes toward organizational commitment. In addition, Ali, Rehman, Ali, Yousaf, & Zia (2010); Tilleman (2012) and Terano (2016) also found that employee's perceptions on corporate social responsibility activities significantly influenced organizational commitment. (Ali, Rehman, Ali, Yousaf, & Zia (2010), Tilleman 2012, Terano (2016)). Furthermore, Asim (2016) has done the research on Corporate Social Responsibility and employee behavior, the result showed that there was a positive relationship among perceived CSR and

organizational commitment (OC), employee engagement and organizational citizenship behavior related to organization. Besides, the result of the study showed the positive relationship between Corporate Social responsibility and Employee green behavior which relevant to the data form Cone communication in 2015, which are revealed that employees want to work with the organizations which concern the environment

Moreover, companies with strong environment sustainability and social responsibility programs have much higher employee engagement rates (Davies, 2014).

Research implication

From this study, the result this study can be used to enhance better understanding and give further suggestion for both scholars as well as business practices. This Research provides a roadmap for business organization to exploit or modify their business models particularly in CSR which is modified into 3 dimension, from this result, we suggest the scholar employ the concept of organizational integrity into the future research in the relevant area. Furthermore, the result showed the Organization Commitment play as a mediating role between corporate social responsibility and Employee green



behavior. Hence, this study explored the conduct of Organizational commitment, the scholars may applied the finding of this construct to relevant study in the organizational behavior such as employee engagement, or perceived organizational support or other related variables. Regarding to the past research referred that it is still shortage of the use of the organizational commitment as a mechanism to link with the CSR initiatives (Bhattacharya, Korschun, & Sen, 2009). It is clear that the organizational commitment leads to the higher employee green behavior and influence the environmental sustainability.

Therefore, we recommend the practitioners apply this research result to their organizations, since the Organization commitment reflect to green employee behavior, it can help the organization in terms of lowering the cost by using the model of Employee green behavior from this study. Furthermore, the terms of green behavior showed that the green behavior is quite difficult to develop as the individual's level, because it is unpredictable (Steg and Vlek, 2009). From this study, we focus on employee points of view the refore, the business organization should apply this evident to

management level in order to confirm the feedback from executive of the organizations.

Limitations and Recommendations for Future Research

Regarding to the research methodology, this research employed the quantitative method, and focused merely on employees points of view. The research result may inadequate for conclude the total picture of organization presentation.

In terms of examining models, all of constructs may not be accustomed to Thai context, particularly the normative commitment which is recognized the same meaning of Affective commitment. For recommendations for future research, as mentioned on the limitation section, we recommend the future research to conduct both qualitative and qualitative in or der to acquire deep information particularly form management level. Since, the result showed that dimensions of both organizational commitment and employee green behavior are adjusted to 2 and 3 dimensions respectively. However, the future research should develop the models and test all specific dimensions of all constructs.

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