

# Mediating Effects of Employee Engagement and Organizational Citizenship Behavior on the Relationship between CSR Predisposition and Contextual Performance

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## Abstract

Employee engagement in corporate social responsibility and organizational citizenship behavior is the most widely researched topic in the field of organizational behavior. The main objective of this study is to explore how CSR predisposition influences contextual performance by mediating employee engagement in corporate social responsibility and organizational citizenship behavior toward the individual in textile industry sectors. A probability sampling technique was used in this study with stratified random sampling. This study was conducted in Thailand with a sample of 469 employee respondents. These findings suggest that CSR predisposition positively affects contextual performance by two mediators: employee engagement in CSR and organizational citizenship behavior toward individuals. Therefore, the study suggests the importance of how to enhance contextual performance with employee engagement in CSR and organizational citizenship behavior toward an individual with a CSR predisposition.

**Keywords:** CSR Predisposition; employee engagement in CSR (EECSR); organizational citizenship behavior toward individual (OCBI); contextual performance (CP).

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## Introduction

The concept of CSR has gained unprecedented business influence and attention in recent years with both business and development cycles. CSR

gained traction in the corporate and academic worlds as a result of its development. CSR has gained wide recognition as an outcome of long-term advantages to both shareholders and



stakeholders (Low, 2016). A recent global survey of 1,122 corporate executives reveals that CEOs agree that corporations benefit comes up with CSR because it boosts the attraction of future and current employees (Gond, El-Akremit, Igalens, & Swaen, 2010). A French CSR survey found that employees were perceived to be the most significant category of stakeholders for companies to do social responsibility (Aminudin, 2013). There is evidence indicating that the implementation of CSR strategies affected employees significantly (Aminudin, 2013). While an organizational behavior perspective was embraced by some CSR research, they largely focus on how CSR impacts prospective employees and increases corporate attractiveness. (Greening & Turban, 2000). The study of the hospital industry in Hainan state that employee engagement has a relationship with job performance which plays a critical role in determining how a company's future will be shaped by individuals and organizations working together to enhance job performance (Mehmood, Hamstra, Nawab, & Vriend, 2016). This research aims to study the field of the textile industry in Thailand because Thailand's textile industry contributes significantly to the country's GDP and export revenues. An overview of international trade in the Thai textile and apparel industry in April 2021 reported that textile and apparel exports amounted to \$516.5 million. Growth increased by 36.9 percent compared to the same period last year (Intelligence, 2021). Thailand's textile industry is the country's largest manufacturing sector. Thailand's labor is well-known across the world for its amazing workmanship. This important industry employs about a million people

at the moment (Textile Industry, 2021). The outcome of this study will help entrepreneurs to understand employees how to manage them to engage CSR and enhance job performance in the textile industry.

## Literature review

### CSR in Thailand

In Thailand, corporate social responsibilities (CSR) are considered important for stakeholders and the public (Panyarachun, 2003). Many companies adopted and turned CSR into actions that focus on the environment, community, and education. CSR has increasingly important to enhance the sustainable development of other organizations. CSR activities have been recognized as having an important role in stakeholder engagement initiatives (Kraisornsuthasinee, 2006). A few studies on corporate social responsibility in Thailand (CSR) focus on the contextual performance aspect. Most of the research focused on financial performance than the performance of an employee in terms of employee engagement. Thus, this study would be necessary to Thailand's company perspectives on how to enhance understanding of CSR on stakeholder engagement such as an employee with contextual performance and association between organizational citizenship behavior toward individuals from CSR engagement in the textile industry of Thailand businesses sector.

### CSR Predisposition and employee engagement in CSR

There are studies on the perception of CSR by stakeholders including an investigation of a general perception of

CSR by stakeholders based on Carroll's pyramid of CSR (Rashid, Khalid, & Rahman, 2015). This research adopted the term CSR associations to describe employees' perceptions of the company's CSR activities that perceived CSR affected employees' organizational attitude and behavior (Kim, Lee, Lee, & Kim, 2010). CSR predisposition term also called CSR orientation (Chomvilailuk & Butcher, 2010) is the measurement of the understanding of CSR by stakeholders. The definition of CSR predisposition is the belief of an individual about the CSR value (Chomvilailuk & Butcher, 2013). The role of an individual's CSR beliefs in influencing their response to CSR initiatives has been investigated in several studies (e.g., Mohr & Webb, 2005; Chomvilailuk & Butcher, 2010, 2013). Previous studies mention that in both CSR's environmental and philanthropic domain, CSR has a greater effect on purchasing intention for customers who strongly have a predisposition towards CSR than those who have low predisposition values (Ellen, Webb, & Mohr, 2006). According to the theory of social identity, people tend to classify themselves and others into various social categories (Ashforth & Mael, 1989). There is a study mentioned that when companies engage in activities that are compatible with individuals' self-concepts, the individuals consider that they are willing to associate with the companies (Bhattacharya, Korschun, & Sen, 2009). Bolton et al., (2011) mention that CSR encourages employees to engage in the management of corporate affairs (Bolton, Kim, & O'Gorman, 2011). Moreover, previously studied refer that when employees see their companies as socially and environmentally responsible, so they are more likely to issue ideas to

get involved with CSR activities and embrace their organization's CSR programs (Vlachos, Panagopoulos, & Rapp, 2013). Moreover, there is a study found that CSR perceptions of employees affect their own environmentally responsible behavior (Tian & Robertson, 2019). Opoku-Dakwa et al., (2018) described that employee engagement with CSR as the degree of investment of employees in pursuit of CSR objectives and differentiate between CSR participation and engagement in corporate social responsibility. Studies are showing that employee engagement fully mediated the relationship between CSR and organizational performance in a significant way and research supported that CSR perception shape employees' attitudes and behaviors about their organization and suggested that CSR represents a big opportunity to influence employee engagement and get positive business outcomes from having engagement and likely to improve organizational performance (Aguilera et al., 2007; Obeidat, B., 2016). Previous research is proposed that there is an impact of CSR initiatives and perception on the employee engagement of employees in the hotel industry of North India (Singh, 2019).

Moreover, Aysenur (2015) found that CSR has an influence on employee engagement through organizational identification and trust. CSR has an indirect impact on employee engagement because it triggers mediatory concepts which serve as a connection between CSR and employee engagement (Glavas, 2016). There are studies about the impact of internal corporate social responsibility on employee engagement. The result of this study shows that internal corporate social responsibility has a direct impact

and indirect impact on employee perception on employee engagement through employee perception and it depends on employee discretion (Yousaf, Ali, Sajjad, & Ilyas, 2016). There are many studies in the field of CSR and employee engagement and found that there is a significant relationship but no study in the field of the textile industry.

### **Employee engagement in CSR and organizational citizenship behavior toward the individual (OCBI)**

Employee engagement coincides with high intensity and action as employee engagement in CSR is composed of vigor, absorption, and dedication by measuring engagement with Utrecht Work Engagement Scale (UWES) (Schaufeli et al., (2002). Engagement of employees encourages behavior with organizational citizenship behavior (OCB). Employee engagement is a positive mental condition that increases OCB and lowers counterproductive work behavior (CWB) levels (Kelloway, Loughlin, Barling & Nault, 2002; Dalal, 2005; Sackett, Berry, Laczko, & Wiemann 2006). Based on the perspective of the social exchange theory, previously studied assumes that employees generate different influencing outcomes which are in order, task performance, organizational citizenship behavior, job burnout, and counter-productive work behavior by their psychological expectations that employee engagement will result in organizational benefits, and analyzes the links between job engagement and task performance, organizational citizenship behavior, and other factors (Yin, 2017). Many companies suffer from negative behaviors of employees so try to find out activities

that concentrate on employee engagement and find out how to enhance OCB. Employee engagement and organizational citizenship behavior (OCB) are two constructs that have a growing interest and have gotten more attention recently (Baek-Kyoo (Brian) Joo, 2017).

OCB in reality is not a free cultural construct (Wiedenhöft et al., 2021) while employee engagement and organizational citizenship behavior (OCB) are discretionary behaviors (Towers Perrin, 2003). Moreover, employee engagement is a key factor since it is linked and acts as an achievement of competitive advantage in many organizations (Kataria, A., Garg, P., & Rastogi, R., 2013). This is expected that highly engaged employees would perform better than those who are not highly engaged. But, when it comes to the performance of highly engaged employees, their performances are little understood because it goes beyond formal job requirements that promote organizational performances through the effect on organizational contexts, organizational culture, and individual productivity (Farh, J. L., Zhong, C. B., & Organ, D. W., 2004). That is why employee engagement is related to organizational citizenship behavior (OCB) is very serious conduct.

Previous studies mentioned that there is a highly positive significant relationship between employee engagement and organizational citizenship behavior (Chieh-Peng Lin, Babcock-Roberson, & Strickland, 2010; Rurkkhum, Bartlett, & Barman, 2012; Runhaar, Konermann, Sanders, Shantzet, Alfesb, Trussc, & Soaned, 2013; Wickramasinghe & Peter; 2014). There are previous studies mentioned that organizational citizenship behavior (OCB) includes performing extra job activities by the extra role of

employees means individual workplace achievements that go beyond the defined role criteria and are not acknowledged by the award scheme. (Castro, Armario, & Ruiz, 2014) as supporting colleagues, meeting the rules of the workplace, and behaving irrespective of personal discomfort according to organizational procedures and policies (Organ & Ryan, 1995). Most of the previous research studied the overview of OCBs by not specific on OCBI or OCBO and some of the research concentrates on OCBO than OCBI because believe that OCBO is the outcome of work engagement (Williams & Anderson, 1991). Thus, this research focuses on studying more for organizational citizenship behavior toward individuals (OCBI).

### **Organizational citizenship behavior toward the individual (OCBI) and job performance**

Based on the theory of organizational citizenship behavior, the survey is based on a questionnaire on state-owned enterprises, private enterprises, and foreign-funded enterprises (Yao, H., & Mingchuan, Y., 2010). This study found that there is a relationship between organizational citizenship behavior and organizational performance, the results show that organizational citizenship behaviors not only affect organizational performance but also have an impact on the individual performance of an employee. Two dimensions of organizational citizenship behavior (OCB) constructs include organizational citizenship behavior toward the organization (OCBO) which is behavior that benefits the organization as a whole and organizational citizenship behavior toward the individual (OCBI) which is

behavior that benefits co-workers and peers (Goo, Choi, & Choi, 2019). These former categories are civic virtue, conscientiousness, and sportsmanship (Organ, 1988) whereas another category used altruism and courtesy dimensions (Chernyak-Hai & Tziner, 2012). Many researchers proposed six-dimension scales to measure organizational citizenship behavior (OCB) which is composed of assistance to colleagues, righteousness, self-improvement, identification with organization, harmony, and discipline (Thiruvankadam & Durairaj, 2017). Moreover, some researchers proposed three-dimension scales to measure organizational citizenship behavior (OCB) which is composed of loyalty which is like sportsmanship and civic virtue, social participation which is like altruism and courtesy, and obedience which is like civic virtue and conscientiousness (Harvey, Bolino, & Kelemen, 2018). Coleman & Borman (2000) analyzed the data generated through the 27 organizational citizenship behaviors (OCBs) content sorting using multidimensional scaling, cluster analysis, and exploratory factor analysis that vary with the behaviors of the beneficiaries according to Williams and Anderson's (1991) findings. Interpersonal citizenship performance which is concerned with helping other people in the organization is the first dimension like the courtesy and altruism dimensions of Organ (1988) and like OCBI dimension of Williams & Anderson (1991). Organizational performance excellence can be achieved when employees perform beyond their formal job requirements and demonstrate organizational citizenship behavior (Chowdhuri & Rahman, 2018). Organizational citizenship behavior



(OCB) defines an organization's overall performance, which is relatively higher than that of task performance (Chiaburu et al., 2017). Under a behavior-based reward system, organizational citizenship behavior (OCB) has a positive relationship to individual outcomes and those who participate in visible OCB will have greater positive outcomes than those who less participate in OCB (Bergeron, 2007). The overall efficiency of OCB employees in an organization is an important factor (Turek & Wojtczuk-Turek, 2015).

There are previous studies found that organizational productivity, efficiency, and customer satisfaction, as well as employee performance evaluations and promotions, are all predicted by higher levels of organizational citizenship behavior (OCB). (Podsakoff, Whiting, & Blume, 2009). Previous studies found that CSR and task significance interact to predict OCB, such that a company's CSR is a more positive association with organizational citizenship behavior between employees who have low task significance. This study tests organizational citizenship behavior which is OCBI (Ong, Mayer, Tost, & Wellman, 2018). But no study on contextual performance.

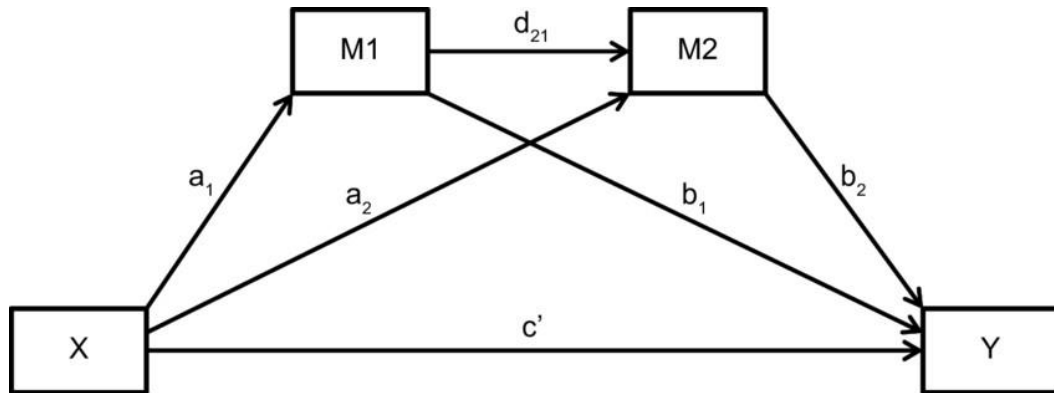
## Research design

This study applied quantitative methods to collect and analyze data from the study (Creswell, 2009). stratified sampling technique was used in this study. The research design relies on secondary published information. The questionnaire will be designed to examine the association between CSR predisposition,

which is the independent variable, employee engagement in CSR is the first mediating variable, organizational citizenship behavior toward the individual is the second mediating variable, and contextual performance (CP) which is the dependent variable.

## Sample and data collection

The research was selected stratified sampling as a form of sampling and data were collected from the employees who work in textile industries from 30 provinces selected from 6 zones in Thailand. Six zones are divided into Northern Thailand, Northeastern Thailand, Central Thailand, Southern Thailand, Western Thailand, and Eastern Thailand. And research selected from 5-ranking highest number of populations from each zone. The questionnaires were sent to employees in textile industries. 540 questionnaires were distributed and 469 were returned for a rate of 86.85%. For measurement, the measurement scales of this study consist of 4 latent variables were adopted and adapted from existing measurement scales after consider consistency and relevancy in definition and importance in meaning. All the latent variables of this study were measured using agreement to a statement in five points Likert scales with 1-point means Strongly disagree, 2-point means Disagree, 3-point means Neither agree nor disagree, 4-point mean Agree, and 5-point mean Strongly agree.



**Figure 1** Statistical diagram of multiple mediation model 6 (Preacher & Hayes, 2008)

## Data analysis

For this research, data analysis required testing the mediating effects (i.e., indirect effects) of CSR predisposition on contextual performance through serial mediators (employee engagement in CSR and organizational citizenship behavior toward the individual). This research uses the PROCESS macro for SPSS for serial multiple mediations. This procedure allows the study of direct and indirect effects of  $x$  on  $y$  while modeling a process in which  $x$  causes  $M1$ , which, in turn, causes  $M2$ , concluding with  $Y$  as an outcome. For this study, the researcher adopted this model with  $X$  representing CSR predisposition,  $Y$  representing contextual performance,  $M1$  representing employee engagement in CSR, and  $M2$  representing OCBI. This study uses the

macro' model6 which defines this logical, causal sequence with two mediators. The indirect effect is significant (at  $\alpha = .05$ ) if its 95% confidence interval does not encompass zero.

## Results

Preacher and Hayes's (2008) Model 6 was used to test the serial multiple mediation predictors about the indirect effect that CSR predisposition on contextual performance. The results show support for serial multiple mediations ( $\beta = 0.16$ ;  $SE = 0.03$ , 95% CI: 0.12, 0.22), CSR predisposition has a significant indirect effect on contextual performance via employee engagement in CSR and OCBI as mediators. The alpha coefficient for four items is .873.

**Table 1** Descriptive Statistics

	Descriptive Statistics				
	N	Sum	Mean	Std. Deviation	
	Statistics	Statistics	Statistics	Std. Error	Statistics
<b>CSRPredi</b>	469	8871	18.9147	0.17651	3.82261
<b>EECSR</b>	469	12216	26.0469	0.26922	5.8304
<b>OCBI</b>	469	10361	22.0917	0.21337	4.6209
<b>JOBCon</b>	469	8830	18.8273	0.18135	3.9275
<b>Valid N (listwise)</b>	469				

*CSRPredi: CSR predisposition*

*EECSR: Employee engagement in CSR*

*OCBI: Organizational citizenship behavior toward individual*

*JOBCon: Job performance (contextual performance)*

**Table 2** Result with Indirect Effect (s) of X on Y

	Indirect Effect (s) of X on Y				
	Effect (s)	SE	LLCI	ULCI	Significance
<b>Total</b>	0.44	0.05	0.35	0.55	<b>YES</b>
<b>Ind1</b>	0.13	0.05	0.04	0.23	<b>YES</b>
<b>Ind2</b>	0.15	0.04	0.09	0.23	<b>YES</b>
<b>Ind3</b>	0.16	0.03	0.12	0.22	<b>YES</b>

*LLCI: Lower-level confidence interval*

*ULCI: Upper-level confidence interval*

*Statistically, significant paths do NOT contain zero between lower and upper-level confidence intervals*

**Table 3** Indirect Effect Key Description

Indirect Effect (s) of X on Y	
<b>Ind1</b>	CSR Predisposition--> Employee Engagement in CSR--> Contextual Performance
<b>Ind2</b>	CSR Predisposition--> Organizational Citizenship Behavior toward Individual--> Contextual Performance
<b>Ind3</b>	CSR Predisposition--> Employee Engagement in CSR--> Organizational Citizenship Behavior toward Individual--> Contextual Performance

**Note:** The analysis was done using SPSS Process Macro with 5,000 bootstrap samples.

Coefficients are unstandardized.

## Conclusion

This study is conducted to explore the impact on the contextual performance of CSR predisposition. In the context of

providing management insight into employee behaviors and attitudes about CSR, this is very important this study will help entrepreneurs to understand employees how to manage them to engage



in CSR and enhance job performance in the textile industry. This study shows a highly significant positive relationship between CSR predisposition, contextual performance, employee engagement in CSR, and organizational citizenship behavior toward individuals. This finding is necessary and explains that a company can improve the efficiency of its employees by engaging them in corporate social responsibility activities. This study provides important information to decision-makers involved on how to enhance contextual performance effectively and motivate them to remain, loyal, committed, and engage with their company. It also provides a useful reference for future researchers on this topic.

## Limitations and future research direction

This study gets attention only textile industry sector which does not include other groups of businesses in this study. Thus, data collection from respondents

may differ from other kinds of businesses in terms of attitudes and behaviors of employees as respondents. This study provides data collection with only questionnaire as an instrument. In the future, the researcher plans to have an interview with a qualitative method that may help to gain more understanding of the attitudes and behaviors of employees as respondents on how to enhance job performance (contextual performance) with CSR predisposition because the interview would help to understand more on attitudes and behaviors of each respondent deeply. Moreover, the researcher plan to collect data not only in the textile industry sector but researcher plans to collect other interesting industry sectors that include in an export-oriented economy of Thailand such as electronics, vehicles, machinery & equipment, foodstuffs, and rice & rubber, etc. To study the relationship between CSR predisposition, contextual performance, employee engagement in CSR, and organizational citizenship behavior toward the individuals in terms of other groups.

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