

# The Effects of Job Engagement and Organizational Citizenship Behaviors on the Relationship between Employees' CSR Perception and Performance in the Garment Business

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## Abstract

The areas of organizational behaviors that have received comprehensive research attention are job engagement and organizational citizenship behaviors. The main objective of this study is to investigate whether job engagement and organizational citizenship behaviors serve as mediators for the relationship between employees' CSR perception and their task performances. Stratified random sampling was employed to obtain responses from 452 respondents who are fabric workers. The findings suggest that CSR perception positively affects task performance through two mediators: job engagement and organizational citizenship behavior toward the organization. Therefore, firms are recommended to enhance their employees' task performance by communicating their CSR activities to employees as well as fostering job engagement and organizational citizenship behavior toward the organization. This current study aims to assist entrepreneurs in conducting a more comprehensive evaluation of corporate social responsibility (CSR) investments that offers significant insights to decision-makers on strategies that can effectively enhance task performance and cultivate loyalty, dedication, and engagement among employees inside their companies.

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***Index terms:*** Employees' CSR Perception (ECP); job engagement (JE); organizational citizenship behaviors (OCBs); task performance (TP).

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## Introduction

In recent years, with both business and development cycles, the notion of CSR has received unprecedented commercial impact and attention. As a result of the long-term benefits to stakeholders and shareholders, CSR has achieved widespread recognition (Low, 2016).

The value placed on corporate social responsibility (CSR) is currently increasing (Nazir et al., 2020; Vlachos et al., 2017) since businesses are spending more time and money while companies are also expanding the variety of programs they provide to their employees (Rupp et al., 2018).

In CSR literature, employees are seen as one of the most significant stakeholders, and businesses should consider how they perceive CSR. According to Kong et al. (2021), CSR has an impact on employees' psychological and behavioral outcomes. In 2022, an ADP report in a global workplace study indicates that only 15.5% of employees worldwide are fully engaged. This indicates that 84.5% of employees are "just coming to work" rather than giving their businesses their best effort (ADP, 2022), while disengagement may put businesses in danger and be highly expensive. Furthermore, organizational citizenship behavior toward the organization (OCBO) is essential because employees concentrate on doing more to further improve the efficient operation of the organization.

In addition, company outcome as a task performance dimension is another behavior that is critical to companies because employees concentrate on accomplishing something important and helpful in the formal system. This is called

in-role prescribed behaviors that express and reflect both the quality and quantity of job outcomes (Koopmans et al., 2012).

These two factors of work behaviors, which are OCBO and task performance, are necessary to the organization because they reflect the most essential benefits that adaptable employees may provide to their companies (Lan & Chen, 2019).

This current study aims to study the field of Thailand's garment industry because the garment industry sector is a challenging industry that has the highest export value of garments among clothing products, amounting to over two billion U.S. dollars (Statista, 2023) and workers in garment industries are employed over 206 thousand (Statista, 2022).

Given the aforementioned significance of employees' CSR perception, job engagement, and organizational citizenship behaviors (OCBs), as well as their impact on the firm's success, it becomes necessary to understand whether relationships among these factors exist.

The obtained insights would provide valuable assistance to organizations in formulating strategies aimed at enhancing the task performance of their employees. Consequently, these strategies would contribute to improved overall firm performance.

## Literature review

### CSR in Thailand

In Thailand, many businesses adopted CSR and converted it into community, environmental, and educational initiatives. Furthermore, CSR has become more crucial to advancing other organizations' sustainable development



(Hoque et al., 2018). Stakeholder engagement programs have been shown to benefit greatly from CSR activities (Kraisornsuthasinee & Swierczek, 2006).

In order to improve understanding of the relationship between CSR perception and task performance through job engagement and organizational citizenship behaviors toward the organization in the garment industry of Thai businesses, researchers conducted this study to gain more comprehension about their relationships.

Corporate social responsibility (CSR) has garnered significant attention within Thailand's business sector over an extended period of time. Various corporate social responsibility (CSR) initiatives have been established, including CSR awards, governmental initiatives, ISO 26000 compliance, and a growing number of CSR events (Wedel, 2007).

The inception of the SET-CSR awards for listed firms can be traced back to 2006, when the Stock Exchange of Thailand (SET) introduced this initiative. The establishment of the CSR Institute aimed to facilitate the widespread adoption of corporate social responsibility (CSR) practices across the nation. This research was conducted to examine the corporate social responsibility (CSR) activities of Thai companies that were recognized with CSR awards by the Stock Exchange of Thailand (SET) in 2006, in light of the prevailing need for CSR knowledge in Thailand.

## Employees' CSR perception

The concept of CSR perception pertains to the evaluation of a company's engagement

in corporate social activities, which may be motivated by altruism or other factors (Miller et al., 2018). The perception of corporate social responsibility (CSR) allows stakeholders to evaluate a company's CSR perception based on its engagement in social activities.

According to previous research, it has been suggested that a corporation can cultivate a positive corporate social responsibility (CSR) perception among stakeholders by establishing CSR perception as either a high or low performer in terms of its CSR initiatives (Lange & Lee, 2011).

In addition, previous studies suggest that CSR perception pertains to employees' perceptions of a company's engagement in CSR activities and is linked to their engagement in CSR initiatives (Ali et al., 2011, 2013; Branco & Rodrigues, 2006).

Branco and Rodrigues (2006) further explain that organizations that possess a robust corporate social responsibility (CSR) image are more likely to foster positive relationships with external stakeholders.

This is achieved through the attraction of high-performing employees, heightened motivation among existing employees, enhanced morale, increased commitment, greater engagement, and heightened loyalty to the company, all of which are outcomes resulting from employees' perceptions of the company's CSR efforts.

Employee perception of the company's corporate social responsibility (CSR) programs, as well as their assessment of their desirability and willingness to participate, determine the level of employee engagement.



## **Job engagement**

The comprehensive conceptual understanding of job engagement can be described as the fundamental and purposeful engagement with or connection to one's occupation, encompassing both tangible and intangible aspects such as physical, emotional, and cognitive elements (Kahn, 1990).

The concept of physical job engagement is based on the idea of active involvement in different occupational tasks using one's body. In the context of job accomplishment, humans engage in physical exertion and expend energy, with the level of physical effort expended differing among various occupations.

Nevertheless, the concept of energy consumption in the workplace is really a valid notion. Physical job engagement involves not only the objective measure of energy expenditure, but also the subjective components related to the frequency and intensity of individuals' exertion and commitment in their professional pursuits.

Physical job engagement can be defined as the active and intentional involvement of individuals in tasks, objectives, and organizational activities, wherein they willingly and consciously exert their energy and effort to accomplish and fulfill these tasks, objectives, and activities.

The foundation for emotional job engagement is Grandey's (2000) theory of workplace emotional labor. This is a depiction of the mechanisms employed to regulate individuals' emotions in the workplace context. Individuals engaged in emotional labor experience a sense of satisfaction and contentment in relation to their occupation, as the positive influence

they exert generates a profound sense of gratification.

As a result, the voluntary commitment to tasks, objectives, and organizational endeavors that are distinguishable by a positive emotional state can be defined as emotional job engagement. For instance, individuals exhibit remarkable levels of pride, passion, and anticipation as they consciously undertake and accomplish specific tasks, objectives, and occasions.

Cognitive job engagement is based on the concept of efficacy, which necessitates employees to approach their work with objectivity and sensitivity to improve workplace efficiency (Rothbard, 2001).

Cognitive job engagement can be defined as a deliberate and consciously directed state of awareness and focus on one's tasks, goals, and actions within an organization (Rothbard, 2001). When someone thinks about their professional responsibilities, they choose to use their cognitive resources and intentionally develop positive thought patterns. The goal is to improve their effectiveness at work, reach their goals, and complete their tasks.

## **Organizational citizenship behaviors (OCBs)**

Organizational citizenship behaviors (OCBs) constitute a significant area of consideration due to their impact on work performance. Specifically, the two dimensions of organizational citizenship behavior, namely organizational citizenship behavior toward individuals (OCBI) and organizational citizenship behavior toward the organization (OCBO), play a crucial role in influencing job performance.



Previous research has established that organizational citizenship behaviors (OCBs) yield advantageous outcomes for companies due to their influence on job performance, teamwork, and overall organizational success (Gupta et al., 2022; Jahangir et al., 2004; Rahman & Chowdhuri, 2018; William & Anderson, 1991).

Williams and Anderson (1991) proposed a categorization of the notion of organizational citizenship behaviors (OCBs) into two distinct categories: individual OCBs (OCBI) and organizational OCBs (OCBO) to explicitly understand their behaviors.

The term "organizational citizenship behavior toward individuals" (OCBI) refers to actions taken by members of an organization that benefit their peers and coworkers in order to advance the organization's overall well-being (Williams & Anderson, 1991).

Furthermore, organizational citizenship behavior towards individuals (OCBI) encompasses employees who demonstrate a willingness to offer their time and assistance to colleagues facing work-related challenges. This includes employees who demonstrated flexibility in adjusting their work schedules to accommodate the requests for time off from their fellow employees. Additionally, OCBI encompasses employees who dedicate their time to aid others in resolving both work-related and non-work-related issues.

Moreover, it includes employees who provide support by assisting their colleagues with their job responsibilities. Furthermore, OCBI encompasses employees who willingly share their

personal belongings with others to facilitate their work tasks.

Lastly, it includes employees who extend their help to colleagues who have been absent from work. Previous studies by Lee and Allen (2002) and Williams and Anderson (1991) identified these aspects of OCBI.

An additional aspect of organizational citizenship behaviors (OCBs) pertains to organizational citizenship behavior toward organizations (OCBO). Organizational citizenship behavior toward organizations (OCBO) encompasses activities that directly contribute to the welfare and advancement of organizations (Williams & Anderson, 1991). Furthermore, OCBO encompasses a range of voluntary actions undertaken by employees that are not obligatory but contribute to enhancing the organization's reputation.

These actions include employees proactively suggesting ideas to enhance organizational functioning, taking preemptive measures to safeguard the organization against potential issues, defending the organization when faced with internal criticism, demonstrating loyalty towards the company, exhibiting pride when representing the organization publicly, and staying updated with the latest developments within the company (Podsakoff et al., 2000; Williams & Anderson, 1991).

## **Task performance**

There is a prevailing consensus in the literature about the existence of two distinct dimensions of job performance: task performance and contextual



performance (Aguinis, 2007; Moscoso et al., 2017; Salgado & Cabal, 2011).

According to the findings of Borman et al. (2010), "task performance" refers to a person's level of competence in carrying out the fundamental technical duties listed in their job specifications.

The significance of task performance lies in its association with the production of job-specific goods and services, which requires people to develop and utilize essential technical skills.

The significance of task performance lies in its association with the production of goods and services specific to a certain role, requiring employees to possess and demonstrate essential technical skills.

While task performance is a necessary aspect of work, the presence of contextual performance contributes to the

enhancement of the workplace environment through the strengthening of social networks (Nini, 2019).

In their study, Goodman and Svyantek (1999) devised an assessment scale for work performance with the aim of evaluating its validity and reliability. The results achieved by focusing on the measurement of task performance include that employees exhibit a high level of proficiency in all tasks linked to their job responsibilities, successfully meet all the necessary job requirements, effectively handle a greater level of responsibility than what is generally allotted to them, display qualities that make them appear well-suited for a higher-level position, and consistently perform at a high level in their overall job performance by executing duties as expected.

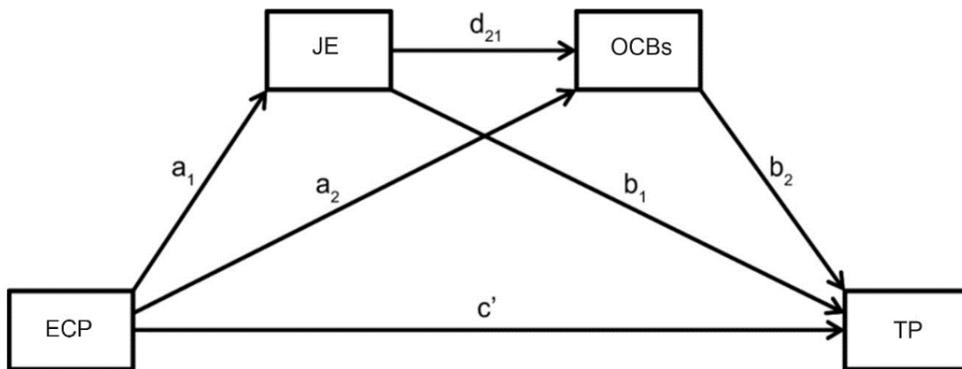


Figure 1 Statistical diagram of multiple mediation model 6 (Preacher & Hayes, 2008)



## Research design

In accordance with Creswell's (2009) recommendations, the current study used quantitative research methodologies to gather and analyze data. The current study used stratified sampling techniques. The study methodology is predicated on the utilization of secondary published data. The purpose of the questionnaire will be to examine the relationship between employees' CSR perception, which is the independent variable. Job engagement will be examined as the first mediating variable, organizational citizenship behaviors as the second mediating variable, and task performance as the dependent variable.

## Sample and data collection

The current study conducted stratified sampling as the chosen sample method, with data being collected from employees within the garment industry from 6 zones in Thailand by selecting the provinces that have the highest population numbers from each zone of Thailand. The country of Thailand is geographically separated into six distinct regions, namely Northern Thailand, Northeastern Thailand, Central Thailand, Southern Thailand, Western Thailand, and Eastern Thailand.

The study involved the selection of research data from the six zones with the largest population numbers. The questionnaires were distributed to employees in the garment industry sector. A total of 512 questionnaires were sent among participants, out of which 452 were completely collected, resulting in a response rate of 88.28%.

In this study, the measurement scales utilized for assessing several constructs were derived from existing scales. These scales were carefully selected and modified to ensure consistency, relevance in definition, and significance in capturing the intended meaning (Andrew & Cázares, 2016; Arnold & Matthijs, 2010; Chomvilailuk & Butcher, 2013; Chouthoy & Kazi, 2016; Fletcher et al., 2014; Goodman & Svyantek, 1999; Lee & Allen, 2011; McNeely & Meglino, 1994; Organ, 2006; Rosman et al., 2014; Skarlicki & Lathaz, 1996; 1997; Soane et al., 2012; Williams & Anderson, 1991; Yusoff et al., 2013). The latent variables in this study were assessed through participants' agreement with a statement on a five-point scale. The Likert scale employs a 1-point rating to indicate "strongly disagree," a 2-point rating to indicate "disagree," a 3-point rating to indicate "neither agree nor disagree," a 4-point rating to indicate "agree," and a 5-point rating to indicate "strongly agree."

## Data analysis

In order to conduct this study, it was necessary to analyze the data by assessing the mediating effects, specifically the indirect impacts, of employees' CSR perceptions on task performance. This was done through a series of mediators, which are job engagement and organizational citizenship behaviors.

The current study conducted the PROCESS macro in SPSS to examine serial multiple mediations. This methodology allows the study of both the direct and indirect impacts of variable x on variable y while modeling a process in which x causes M1, which, in turn, causes M2, concluding with Y as an outcome.



In this current study, the researcher adopted this model with X representing employees' CSR perception, Y representing task performance, M1 representing job engagement, and M2 representing OCBs. This study used the macromodel 6, which delineates a logical and causal sequence involving two mediators. The statistical significance of the indirect impact is determined at a significance level of  $\alpha = .05$ , whereby it is considered significant if the 95% confidence interval does not include the value of zero.

## Results

This current study used Preacher and Hayes's (2008) Model 6 to test the serial

multiple mediation predictors about the indirect effect of employees' CSR perception on task performance.

The findings of the study provide evidence that supports serial multiple mediations ( $\beta = 0.20$ ;  $SE = 0.03$ , 95% CI: 0.15, 0.27). Moreover, the analysis explains that employees' CSR perception has a statistically significant indirect impact on task performance. This indirect effect is mediated by job engagement and organizational citizenship behavior towards organizations (OCBO). The coefficient alpha value for a set of four items is 0.88. The table below shows the results of the indirect effect (s) of X on Y, as show in Table1.

**Table 1** 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>	0.54	0.04	0.46	0.62	YES
<b>Ind1</b>	0.22	0.04	0.14	0.29	YES
<b>Ind2</b>	0.12	0.03	0.06	0.18	YES
<b>Ind3</b>	0.2	0.03	0.15	0.27	YES

*LLCI: Lower-level confidence interval*

*ULCI: Upper-level confidence interval*

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

The table below is the indirect effect key description is shown in Table 2.

**Table 2** Indirect Effect Key Description

Indirect Effect (s) of X on Y	
<b>Ind1</b>	Employees' CSR Perception-->Job Engagement-->Task Performance
<b>Ind2</b>	Employees' CSR Perception-->Organizational Citizenship Behavior Toward Organization-->Task Performance
<b>Ind3</b>	Employees' CSR Perception--> Job Engagement-->Organizational Citizenship Behavior Toward Organization-->Task Performance

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



## Conclusion

The purpose of this study is to investigate whether job engagement and organizational citizenship behaviors serve as mediators for the relationship between employees' CSR perception and their task performances. Within the framework of offering managerial insights into employee behaviors and attitudes towards corporate social responsibility (CSR), this current study indicates significant importance. The findings of this current study assist entrepreneurs in comprehending how to effectively manage employees, fostering their engagement in job-related activities, and ultimately improving task performance within the garment industry.

This study demonstrates a statistically significant and favorable correlation between employees' CSR perception, their task performance, job engagement, and their organizational citizenship behavior towards the organization. The outcome of this current study will assist entrepreneurs in understanding how to enhance the task performance of employees in the garment industry. Moreover, the outcome of this current study indicates the importance of including employees in corporate social responsibility (CSR) initiatives as a means to enhance their efficiency inside a firm. It highlights the need to foster employees' perceptions of CSR within the company's context.

This current study provides valuable insights for decision-makers regarding strategies to effectively improve task performance and foster loyalty, commitment, and engagement among employees inside their organization. To improve task performance, the company

should find out strategies to enhance job engagement and organizational citizenship behaviors. First, to enhance the CSR perception of employees, companies should foster awareness of CSR and individual CSR beliefs among employees. Companies should regularly communicate schedules and details about their CSR activities to employees.

Second, to foster employee engagement in CSR activities, companies should identify the purpose of CSR programs, educate employees on CSR activities to get engagement, facilitate employee project ownership, let employees lead, celebrate achievement in CSR, reward and recognize, and ask for feedback.

Furthermore, companies should enhance organizational citizenship behavior by encouraging employee participation in CSR, providing opportunities for growth, recognizing and rewarding employees, promoting teamwork through CSR activities, and communicating effectively about CSR schedules, objectives, plans, and details.

## Limitations and future research direction

This study exclusively focuses on the garment industry sector, excluding other company groups from its scope of analysis. Therefore, the process of collecting data from respondents in this particular context may exhibit variations in terms of the attitudes and behaviors demonstrated by the employees who are acting as respondents.

This study conducted the questionnaire as an instrument for data collection. In a further study, the researcher intends to



conduct an interview using qualitative methodology to gain a better understanding of the attitudes and behaviors of employees. This approach aims to facilitate a comprehensive comprehension of the attitudes and behaviors exhibited by employees, who will serve as respondents, in relation to the augmentation of job performance, specifically task performance, in conjunction with employees' CSR perception. The interview is anticipated to provide a deeper understanding of the attitudes and behaviors of each respondent.

Furthermore, the researcher intends to gather data not only from the garment industry sector but also from other notable industry sectors within Thailand's export-oriented economy. For example, sectors encompass electronics, vehicles, machinery and equipment, foodstuffs, as well as rice and rubber, among others.

Future research should investigate the correlation between customers' CSR perception, customer engagement, and other factors that affect an organization's success, such as stakeholder groups who are customers, because customers would be other stakeholders who affect the success of the organization.

In addition, the companies should find out the strategies for creating a culture of CSR in the organization through the company's vision and mission and how to communicate CSR to employees, customers, and other stakeholders.

Moreover, fostering employee engagement is a crucial undertaking for organizations aiming to cultivate a culture of corporate social responsibility (CSR), since employees serve as the most effective advocates for their organization and represent its most important resource. Employees provide valuable insights and expertise that can aid in determining optimal practices and solutions for corporate social responsibility (CSR), while also identifying associated challenges and opportunities. Thus, companies should concentrate on how to enhance their ability to engage in their activities regularly.

In order to foster employee engagement, companies have the alternative of implementing many strategies and focusing on customer stakeholders to enhance the mediating factors on job engagement and organizational citizenship behaviors because these factors are important in contributing to better task performance.

For example, strategies include leading the establishment of cross-functional teams, soliciting input and ideas from employees, providing training and educational opportunities, offering rewards and recognition for achievements, and encouraging participation in volunteering and activist endeavors. Engaging employees in a company's corporate social responsibility (CSR) projects can foster a sense of ownership, commitment, and pride among them.



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