Tha analysis of The relationship between Corporate Social Responsibility and Organizational Citizenship Behavior(Case Study: isfahan of University)

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ABSTRACT: In this study, the relationship between organizational citizenship behavior and employee perceptions of corporate social responsibility (CSR) is investigated. The aim of the research is to examine the effect of CSR on the organizational citizenship behaviors of the employees in different sectors in university of Isfahan in Iran. The research method is a descriptive survey. The statistical population consists of employees of Isfahan University. The sample included 180 employees, which were selected randomly. Data have been collected by a researcher-developed questionnaire and sampling has been done through census and analyzed using SPSS and AMOS. The validity of the instrument was achieved through content validity and the reliability through Cronbach Alpha. It was concluded that the social responsibility variable with less than five percent significance has an efficient role in citizenship behavior and the five main dimensions including: Benevolence, Dutifulness, Citizenship virtue, Chivalry and Respect and honor. The study discusses important implications regarding uses of CSR for enhancing employee’s Organizational citizenship behavior.

Keywords: Corporate social responsibility, Organizational Citizenship Behavior,

INTRODUCTION

Corporate social responsibility (CSR) has been a subject of great interest for over 20 years among scholars from multiple management disciplines including marketing and organizational behavior (OB) and others (Aguilera et al, 2007; Balmer 1998; Sen and Bhattacharya, 2001; Zenisek, 1979). According to Campbell (2007) CSR was distinguished through two actions; the first: organizations through their decisions must not cause any harm to any part of its internal or external stakeholders, while the second was that any negative consequences and harm caused by the organization had to be totally fixed. Many institutions use a formal CSR policy to directly improve the company’s performance in terms of brand image and employee recruiting/retention, while taking advantage of some of the secondary benefits, such as “increasing individual perceptions of ethical-organizational fit” (Coldwell et al, 2008, 611).

The term CSR has indeed been defined in various ways from the narrow economic perspective of increasing shareholder wealth, to economic, legal, ethical and discretionary strands of responsibility (Carroll, 1979) to good corporate citizenship (Hemppill, 2004). understanding the relationship between employers and employees would be helpful to assist them in developing the culture of employees’ OCBs through favorable corporate social responsibility. A topic of the CSR policy in an organization can be the improvement of the relationship between the manager and his or her employees (Ambec and Lanoie, 2008). when employees perceive that their organization is being socially responsible (i.e., toward people out-side the organization), they will likely develop an increased motivation to “give back” to their organization (see also Blau, 1964; Organ, 1988), as manifest through increased OCB.
Review of the related literature
Conducted Background Research in Related Field

Researchers have investigating how CSR may influence incumbent employees. These studies provide strong empirical support for CSR's influence on employee (or organizational) commitment (Aguilera et al, 2006; Brammer et al, 2006; Maignan and Ferrell, 2001; Peterson, 2004). A recent global survey of 1,122 corporate executives suggests CEOs perceived that businesses benefit from CSR because it increases attractiveness to potential and existing employees (Economist, 2008). Findings were confirmed by the results of the correlations. Four dimensions of social responsibility (the economic, ethical, philanthropic, and the legal) and citizenship behavior dimensions (Sahar, 2013).

According to Ouyang (2011) CSR contributes to a better explanation of employees' OCBs in the context of Leader-member exchange and personal connections. Evidence suggests that high organizational identification is associated with cooperative and organizational citizenship behaviors (Smith et al 1995; Tyler and Blader, 2000). Duane et al (2011) found that employee CSR perceptions were related to increased OCB. Also Branco and Rodrigues (2006) stated that CSR has a positive impact on employee motivation, morale, commitment and loyalty. Thus, an organization's social involvement helps it to develop resources and other capabilities related to organizational culture (Yaniv et al, 2010).

Hansen et al (2011) saw that social responsibility is a way to persuade employees of the goodness intentions of their organization; to be in return more productive with high quality performance. Additionally Aguilera et al. (2007) and Rupp et al. (2006) suggest that CSR can frame employees' perceptions of organizational justice, and Swaen and Maignan (2003) and Swanson and Niehoff (2001) suggest that CSR can affect Organizational Citizenship Behavior (OCB). However Serdar et al (2012) indicated that there is a medium level and positive relationship between CSR and OCB perceptions.

Hence, based on these prior findings, we can conclude CSR have significant influences on OCB. So the purpose of this study has: what is the association between SR activities and employees’ citizenship behavior?

Organizational Citizenship Behavior

Organizational citizenship behavior is an important concept in the field of management; therefore, it has received a great attention in the literature (Bateman and Organ, 1983; Podsakoff et al, 2000). According to Organ (1988), organizational citizenship behavior is an important issue that contributes in the survival of an organization. Therefore, it is essential to know the factors that significantly and positively help in creating this good behavior within the organization. In addition, higher levels of organizational citizenship behavior (OCB) lead to increased productivity and, consequently, higher success.

A set of voluntary and optional behaviors which are not part of individual’s official duties; however, they are carried out and lead to effective improvement of tasks and roles at the organization (Appelbaum et al, 2004). The five dimensions of citizenship behavior as follows (Khani et al, 2013: 307):

Benevolence

Implies the helpful and beneficial behaviors such as: intimacy, sympathy and compassion between the colleagues.

Dutifulness

This aspect includes various samples, and the organization members in this aspect, behave in certain ways, beyond the least necessary task level for the job, such as: helping other members of the organization.

Citizenship virtue

Includes the behaviors like presence in the extracurricular and additional activities, while this presence is not obligatory.

Chivalry

Implies the patience in the face of adverse and unfavorable situations, without protest, dissatisfaction and complaint.

Respect and honor

This aspect indicates the people’s special way of behavior toward their colleagues, supervisors and audiences of the organization and doing what are not obligatory in the organization but are helpful to the organization.
organizational citizenship behaviors (OCB) have been associated with positive outcomes for organizations, such as improvements in goals attainment, productivity and overall performance and effectiveness (Wright and Sablynski, 2008).

**Corporate social responsibility**

There is, less clarity about what ‘corporate social responsibility’ actually means (Hennigfeld et al, 2006). The classical definition of a company is a set of investments intended to produce a service or product in order to satisfy consumer needs. World Business Council for Sustainable Development defines Corporate Social Responsibility (CSR) as “the continuing commitment by business to behave ethically and contribute to economic development while improving the quality of life of the workforce” (Holme and Watts, 2000). CSR promises the society to operate the company or business to meet the expectation of different share-holders and those affected in society (Blowfield and Murray, 2011).

The four dimensions of social responsibility as follows:

**The Economical Dimension**

Economic responsibility is the first measurement in CSR and it denotes to the fundamental responsibility of businesses to produce goods and services that society wants, and which it sells at a profit (Blowfield and Murray, 2011). clear and well defined CSR-strategy leads to savings in cost, creates and identifies new business opportunities, strengthens the brand, increases risk management from a social, environmental and financial point of view, increases the stock value, increases Ratos competitiveness and satisfies demands from stakeholders.

**The Environmental Dimension**

At the first level of environmental CSR work, Ratos insures and provides with systems and documents that allow change to take place in favor of environmental regulations. Ratos provides the freedom to change current laws so that they can be updated through an environmental friendly point of view. There are also regulations, which allow the new projects to search for environmental demands before start. (Ratos, 2012e)

**Legal responsibilities**

Under legal responsibilities, companies chase the goal of economic responsibilities within the limit of the written law. Legal responsibility one only needs to think of arms, sales, and narcotics and realize how the law defines it and what legal activity the business needs to consider (Blowfield and Murray, 2011).

**Research Conceptual Model**

Citizenship behavior could be one of the factors that make employees ready for better performance. So the study attempts to answer the question: What is the relationship between social responsibility activities with citizenship behavior among Isfahan university employees.

Hansen et al (2011) saw that social responsibility is a way to persuade employees of the goodness intentions of their organization; to be in return more productive with high quality performance. By answering the employees’ social requirements of the firm, corporations can influence organizational attractiveness/commitment, and job satisfaction (Coldwell et al, 2008). Furthermore There is a positive and significant relationship between organizational commitment and Organizational Citizenship Behavior. there is a positive relationship between OCB and CSR since corporate engagement in socially responsible practices, particularly practices aiming employees’ well-being (i.e., internal practices), can improve the quality of work life, leading employees to reciprocate with the engagement in OCB. So, employees’ perceptions of corporate engagement in CSR can be positively and significantly related with their engagement in extra-role behaviors (ocb).
There is a positive and significant relationship between corporation social responsibility and Organizational Citizenship Behavior among Isfahan university employees.

Secondary hypotheses
There is a positive and significant relationship between corporation social responsibility and Benevolence among Isfahan university employees.
There is a positive relationship between corporation social responsibility and Respect and honor among Isfahan university employees.
There is a positive relationship between corporation social responsibility and Chivalry among Isfahan university employees.
There is a positive relationship between corporation social responsibility and Citizenship virtue among Isfahan university employees.
There is a positive relationship between corporation social responsibility and Dutifulness among Isfahan university employees.

METHODOLOGY
Statistical population, includes employees of Isfahan University in Iran and their number according to the statistics obtained are 800s. Therefore, 180 questionnaires were distributed among members of statistical community and the answers were analyzed using SPSS and AMOS Software. A data collection instrument has been a researcher-developed questionnaire in 5 degree of Likert scale. In order to evaluate the validity of the data achieved through instrument (questionnaire) readers, advisors, and experts, and also factor analysis is used. To get reliability coefficient before final implementation, a sample was randomly chosen and the questionnaire was conducted. Cronbach’s alpha was assigned to be 0.926 which is an evidence for validity of the questionnaire.

<table>
<thead>
<tr>
<th>Variable</th>
<th>Benevolence</th>
<th>Respect and honor</th>
<th>Chivalry</th>
<th>Citizenship virtue</th>
<th>Dutifulness</th>
<th>Organizational Citizenship Behavior</th>
<th>Corporate social responsibility</th>
<th>total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cronbach’s</td>
<td>.734</td>
<td>.851</td>
<td>.848</td>
<td>.825</td>
<td>.758</td>
<td>.85</td>
<td>.96</td>
<td>934</td>
</tr>
</tbody>
</table>

In table 1 our research the reliability of the items is checked through Cronbach’s alpha that is 0.934 which shows that our research variables are reliable and there exists internal consistency between them.

findings analysis and Testing hypothesis
Descriptive data
This study attempts to understand the relationships among Social responsibility and Employees loyalty. Table 1 Descriptive statistical data shows the relation to the members of the survey Employees from different sectors participated to the research (n = 180). The social demographic qualifications of the participants are as follows: 72 male (40%) and 108 female (60%) participated to the research. The educational background of the participants are; 13 people (% 7.2) diploma, 31 people (% 17.2) have Associate course degree and 109 people (%60,5) have b.sc degree and 27 people (%15) have m. sc degree. The age classification of participants are; 12
people (% 6,6) are between 18-25; 24 people (% 13,3) are between 26-30; 52 people (% 28,9) are between 31-35; 31 people (% 17,2) are between 36-40; 28 people (% 21,1) are between 41-45 and 23 people (% 12,7) are more than the age of 46. The seniority of participants are; 26 people (% 14,4) have less than 5 year seniority; 36 people (% 20) have 5-10 year seniority; 60 people (% 33,3) have 10-15 year seniority, 31 people (% 17,2) have 15-20 year seniority and 27 people (%15) have 20-25 year seniority.

<table>
<thead>
<tr>
<th>Variable Name</th>
<th>Frequency</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gender Male</td>
<td>72</td>
</tr>
<tr>
<td>Gender Female</td>
<td>108</td>
</tr>
<tr>
<td>Education Diploma</td>
<td>13</td>
</tr>
<tr>
<td>Education Associate course</td>
<td>31</td>
</tr>
<tr>
<td>Education B.sc</td>
<td>109</td>
</tr>
<tr>
<td>Education M.sc</td>
<td>27</td>
</tr>
<tr>
<td>Age 18 – 25</td>
<td>12</td>
</tr>
<tr>
<td>Age 26 – 30</td>
<td>24</td>
</tr>
<tr>
<td>Age 31 – 35</td>
<td>52</td>
</tr>
<tr>
<td>Age 36 – 40</td>
<td>31</td>
</tr>
<tr>
<td>Age 41 – 45</td>
<td>38</td>
</tr>
<tr>
<td>Age 46 &lt;</td>
<td>23</td>
</tr>
<tr>
<td>Seniority Less than 5</td>
<td>26</td>
</tr>
<tr>
<td>Seniority 5 - 10 year</td>
<td>36</td>
</tr>
<tr>
<td>Seniority 10 - 15 year</td>
<td>60</td>
</tr>
<tr>
<td>Seniority 15 - 20 year</td>
<td>31</td>
</tr>
<tr>
<td>Seniority 20 - 25 year</td>
<td>27</td>
</tr>
</tbody>
</table>

Structural relationships in the conceptual model were tested with AMOS. The maximum likelihood fitting function was used to estimated parameters. Overall, the model fits the data reasonably well. Thus, we could proceed to examine the path coefficients of the structural model.

<table>
<thead>
<tr>
<th>Index</th>
<th>RMSEA</th>
<th>CFI</th>
<th>TLI</th>
</tr>
</thead>
<tbody>
<tr>
<td>Acceptable value</td>
<td>mean square error of the estimate</td>
<td>Comparatively fit</td>
<td>Tucker Lewis</td>
</tr>
<tr>
<td>Amount</td>
<td>Less than .6 or .8</td>
<td>Between zero and one</td>
<td>Between zero and one</td>
</tr>
<tr>
<td></td>
<td>.066</td>
<td>.913</td>
<td>.69</td>
</tr>
</tbody>
</table>

**Principle hypothesis**
There is a positive and significant relationship between corporation social relationship and Organizational Citizenship Behavior among staffs of Isfahan university:

<table>
<thead>
<tr>
<th>Hypothesis</th>
<th>Independent variable</th>
<th>Dependent variable</th>
<th>R</th>
<th>R-square</th>
<th>t</th>
<th>Sig</th>
<th>Result</th>
</tr>
</thead>
<tbody>
<tr>
<td>Principle</td>
<td>CSR</td>
<td>OCB</td>
<td></td>
<td>.284</td>
<td>533.</td>
<td>.000</td>
<td>Accepted</td>
</tr>
</tbody>
</table>

As shown in table 2, since observed value is equal to P-value and 0.000 is less than Sig level (a=0.5), so there is a relationship between corporation social relationship and Organizational Citizenship Behavior among staffs of Isfahan university with 95% confidence.

**Secondary hypotheses**
There is a positive and significant relationship between corporation social responsibility and Benevolence among staffs of Isfahan university:

<table>
<thead>
<tr>
<th>Hypothesis</th>
<th>Independent variable</th>
<th>Dependent variable</th>
<th>R</th>
<th>R-square</th>
<th>Sig</th>
<th>t</th>
<th>Result</th>
</tr>
</thead>
<tbody>
<tr>
<td>Secondary 1</td>
<td>CSR</td>
<td>Benevolence</td>
<td></td>
<td>.396</td>
<td>.000</td>
<td>10.516</td>
<td>Accepted</td>
</tr>
</tbody>
</table>

As it is obvious in table 3,since observed value is equal to P-value and 0.000 is less than Sig level (a=0.5), so there is a relationship between corporation social responsibility and Benevolence among staffs of Day bank with 95% confidence.
Secondary hypotheses

There is a positive relationship between corporation social responsibility and Respect and honor among staffs of Isfahan university:

Table 6. Secondary hypotheses

<table>
<thead>
<tr>
<th>Hypothesis</th>
<th>Independent variable</th>
<th>Dependent variable</th>
<th>R</th>
<th>R-square</th>
<th>Sig</th>
<th>t</th>
<th>Result</th>
</tr>
</thead>
<tbody>
<tr>
<td>Secondary 2</td>
<td>CSR</td>
<td>Respect and honor</td>
<td>492.</td>
<td>.242</td>
<td></td>
<td>7.328</td>
<td>Accepted</td>
</tr>
</tbody>
</table>

As it is shown it table 4, since observed value is equal to P-value and 0.000 is less than Sig level (a=0.5), so there is a relationship between corporation social responsibility and Respect and honor among staffs of Isfahan university with 95% confidence.

Secondary hypotheses

There is a positive relationship between corporation social responsibility and Chivalry among staffs of Isfahan university:

Table 7. Secondary hypotheses

<table>
<thead>
<tr>
<th>Hypothesis</th>
<th>Independent variable</th>
<th>Dependent variable</th>
<th>R</th>
<th>R-square</th>
<th>Sig</th>
<th>t</th>
<th>Result</th>
</tr>
</thead>
<tbody>
<tr>
<td>Secondary 3</td>
<td>CSR</td>
<td>Chivalry</td>
<td>430.</td>
<td>.184</td>
<td></td>
<td>6.171</td>
<td>Accepted</td>
</tr>
</tbody>
</table>

According to results of table 5, since observed value is equal to P-value and 0.000 is less than Sig level (a=0.5), so there is a relationship between corporation social responsibility and Chivalry among staffs of Isfahan university with 95% confidence.

Secondary hypotheses

There is a positive relationship between corporation social responsibility and Citizenship virtue among staffs of Isfahan university:

Table 8. Secondary hypotheses

<table>
<thead>
<tr>
<th>Hypothesis</th>
<th>Independent variable</th>
<th>Dependent variable</th>
<th>R</th>
<th>R-square</th>
<th>Sig</th>
<th>t</th>
<th>Result</th>
</tr>
</thead>
<tbody>
<tr>
<td>Secondary 4</td>
<td>CSR</td>
<td>Citizenship virtue</td>
<td>257.</td>
<td>.066</td>
<td>.001</td>
<td>3.452</td>
<td>Accepted</td>
</tr>
</tbody>
</table>

As it is obvious from the results of table 6, since observed value is equal to P-value and 0.001 is less than Sig level (a=0.5), so there is a relationship between corporation social responsibility and Citizenship virtue among staffs of Isfahan university with 95% confidence.

Secondary hypotheses

There is a positive relationship between corporation social responsibility and Dutifulness among staffs of Isfahan university:

Table 9. Secondary hypotheses

<table>
<thead>
<tr>
<th>Hypothesis</th>
<th>Independent variable</th>
<th>Dependent variable</th>
<th>R</th>
<th>R-square</th>
<th>Sig</th>
<th>t</th>
<th>Result</th>
</tr>
</thead>
<tbody>
<tr>
<td>Secondary 5</td>
<td>CSR</td>
<td>Dutifulness</td>
<td>388.</td>
<td>.150</td>
<td></td>
<td>5.457</td>
<td>Accepted</td>
</tr>
</tbody>
</table>

As it is obvious from the results of table 6, since observed value is equal to P-value and 0.000 is less than Sig level (a=0.5), so there is a relationship between corporation social responsibility and Dutifulness among staffs of Isfahan university with 95% confidence.

CONCLUSION

According to the results of the study, we can say that managers of organizations should give more importance on practices of CSR and OCB. By that way, it is possible to say that if organizations increase their CSR activities; this will make a positive impact on OCB of employees. All (R) values indicated that there is a statistically positive association at 0.05 significant level between the five dimensions of citizenship behavior and social responsibility. Such results suggest that employees’ are more likely to exhibit extra-role behaviors when they perceive that their organization engages in CSR. These results are consistent with previous research (sahar, 2013; Swaen and Maignan, 2003; Swanson and Niehoff, 2001). these results suggest that organizations can make intentional use of their CSR portfolio to promote employees positive job attitudes and behaviors. This would
suggest that a higher level of health and safety working environment would lead to a greater level of citizenship behavior. It is recommended that hospitality organizations must be first acquainted with their employees needs in order to create a suitable working climate; seeking for their satisfaction loyalty and commitment especially in this tribal environment. it is possible to say that if organizations increase their CSR activities; this will make a positive impact on OCB of employees.

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