

**PERCEIVED CORPORATE SOCIAL RESPONSIBILITY AND JOB SATISFACTION: THE MEDIATOR ROLE OF ORGANIZATIONAL IDENTIFICATION**

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**ABSTRACT**

*The main purpose of the present study is to examine the mediating role of organizational identification in the relationship between perceived corporate social responsibility and job satisfaction. Within this scope, data were collected via questionnaires from the students studying tourism at bachelor's degree in Sakarya University and working as intern in hotel industry. Partial least squares of structural equation modeling (PLS-SEM) was utilized for testing the research model. In the present study where the perception of corporate social responsibility was examined within the scope of stakeholders, it was found that customer and environment-oriented social responsibility perceptions had positive effect on organizational identification. On the other hand, job satisfaction was affected only*

*from employee-oriented social responsibility perception in a positive and significant way. In addition, a significant full mediation role was observed in the relationship between the perceptions of environment-oriented social responsibility activities and job satisfaction levels. In line with the findings, particular recommendations were provided to the practitioners.*

**Keywords:** *Corporate social responsibility, job satisfaction, organizational identification*

**Alan Tanımı:** Tourism

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## **1. INTRODUCTION**

Despite the fact that the effect of the corporate social responsibility practices perceived by employees on job satisfaction has been revealed in various studies (Lee et al., 2012; Zientara et al., 2015), there exists a gap regarding the ways through which the social responsibility practices would affect the employees' job satisfaction (Perrini and Castaldo, 2008; Bhattacharya, Korschun and Sen, 2009). In some studies, it is observed a positive relationship between others-related CSR and employee job satisfaction attitude (Zientara et al., 2015). In some other studies, it is observed that employees' perception of philanthropic CSR was not related their job satisfaction attitude (Lee et al., 2012). These findings lead to the question as to whether there are some mediating variables that translate perceived corporate social responsibility into employee job satisfaction attitude. To fill this gap, we examined organizational identification as a mediator variable in the relationship between perceived corporate social responsibility and job satisfaction.

## **2. CONCEPTUAL FRAMEWORK**

### **2.1. Corporate social responsibility**

The concept of corporate social responsibility (CSR) has been through important changes and developments since it was mentioned for the first time (Yamak, 2007). In the beginning, making profit was sufficient for businesses to be socially responsible; however, it was realized later that the businesses should not remain unconcerned with the environmental and social problems of community

(McWilliams and Siegel, 2001). Being a quite comprehensive concept, CSR was defined in many different ways. As a result of a study, Dahlsrud (2008) indicated that the most accepted definition was made by Commission of the European Communities (2001) and World Business Council of Sustainable Development (1999). In this regard, Commission of the European Communities (2001) defines CSR as “a concept whereby companies integrate social and environmental concerns in their business operations and in their interaction with their stakeholders on a voluntary basis”; on the other hand, WBCSD (1999) defines it as “ the continuing commitment by business to behave ethically and contribute to economic development while improving the quality of life of the workforce and their families as well as of the local community and society at large" (s. 3).

Having remarkable contributions into the development of CSR in modern aspects, Carroll (1979) indicated the social responsibilities of organizations in a pyramid structure as following: economic, legal, ethical and philanthropic responsibility. According to this pyramid, the fundamental responsibility of the organizations is the economic responsibility which refers to producing and selling products to make profit as a commercial organization. While legal responsibility refers to the organization’s responsibility to follow the legal regulations while carrying out its activities, ethical responsibility refers to acting in accordance with the norms and values not included in legal regulations but generally accepted by the society. Lastly, philanthropic responsibility covers the conscientious responsibilities of the organization (Carroll, 1991). On the other hand, corporate social responsibility was examined by various researchers as technical and institutional CSR (Mattingly and Berman, 2006; Godfrey et al., 2009; Du et al., 2013). In this regard, technical CSR refers to social responsibilities of the organization such as providing product and services of high quality, training and promotion opportunities to primary stakeholders such as its employees, customers, investors, and increasing the profit share of shareholders whereas institutional CSR refers to social responsibilities of the organization such as taking steps to increase the quality of life for secondary stakeholders including society and natural environment; and waste reduction, energy and water saving (Du et al., 2013).

Creating an image of socially responsible organization is a valuable strategic asset for the organizations (Kim et al., 2010) because organizations can get some valuable feedbacks as trust, commitment, loyalty from stakeholders and thus these initiatives can ensure a long-term competitive advantage for the organizations. Many empirical studies supporting this argument in tourism sector were carried out.

The positive relationship between CSR and the attitudes and behaviors of employees (Fu et al., 2014; Zientara et al., 2015; Kim et al., 2016; Kim et al., 2017) and customers (Küçükusta et al., 2013; Siu et al., 2014; Kim and Ham, 2016), and positive feedbacks from potential qualified employees (Boğan and Dedeoğlu, 2017<sub>a</sub>) thanks to CSR put forward the strategic importance of CSR practices for tourism organizations. As a reflection of this importance, many chain and group hotel businesses use their web-sites and different communication tools to communicate their initiatives to stakeholders (Boğan et al., 2016).

## **2.2. Perceived Corporate Social Responsibility and Job Satisfaction**

Job satisfaction is the positive state of mind which arises as a result of individuals' assessment of their jobs, or experiences faced in workplace (Locke, 1976, p. 1304). This term is one of the most examined attitudes in the researches focusing on employee's job (Saari and Judge, 2004; Lee et al., 2012).

It was revealed through the studies that employees with high job satisfaction in tourism sector had high job performance (Hwang and Chi, 2005; Gu and Siu, 2009) and demonstrated organizational citizenship behaviors (Gonzalez and Garazo, 2006; Nadiri and Tanova, 2010). In addition, it is indicated that customers with high job satisfaction provide better services to customers, and this results in customer satisfaction and loyalty, which has a positive effect on the financial performance of the organization (Heskett and Schlesinger, 1994, Gelade and Young, 2005, Chi and Gürsoy, 2009; Boğan and Dedeoğlu, 2017<sub>b</sub>).

According to Williams and Bauer (1994), beyond their economical interests, the attempts of organizations in favor of the general public interest in their environment are assessed in a positive way by employees and potential employees, and thus, they might show positive attitude towards the organization. Furthermore, individuals, as a social being, maintain their lives in interaction with others. In line with information deriving from religious ideologies and customs and traditions, people might wish others to behave other people in the same way, and therefore, they might identify the injustices towards people around them with themselves. And this perspective comprises the baseline of deontic justice (Cropanzano et al., 2003). The attempts of the businesses outside the organizational environment play a key role in the formation of deontic justice perception (Aguilera et al, 2007). In the recent studies on organizational justice, it is seen that employees are in the opinion that the organization should show fair behaviors to both themselves and stakeholders

(Rupp et al., 2007). Employees' having a perception that the organization shows fair and honest behaviors in the outside environment bears an important impact on the employees' such attitudes as job satisfaction and organizational commitment (Aguilera et al., 2007; Rupp et al., 2006). Besides this logical framework, it was revealed in literature that corporate social responsibility had a positive effect on employee attitudes such as job satisfaction, organizational commitment and organizational trust (Zientara et al., 2015; Wang, 2014; Lee et al., 2014; Lee et al., 2012). Based on this framework, it is expected that employees' perceptions of social responsibility has a positive effect on job satisfaction.

**H<sub>1</sub>:** CSR perceived by employees has a positive effect on job satisfaction

### **2.3. Mediating Role of Organizational Identification**

The relationship between perceived corporate social responsibility and organizational identification is based on the social identity theory (Peterson, 2004; Kim et al., 2010). According to the social identity theory (Tajfel and Turner, 1979), members of an organization take specific parts of their identity from the social groups (nation, political parties, religious organizations etc.) they are bond with. When individuals work in workplaces with a strong image, they identify themselves with those workplaces. According to Dutton et al. (1994, s. 239), one of the factors affecting the organizational identification process is the organizational identity and the other one is the organization's external image perceived by the employees. Perceived organizational identity is the employees' personal beliefs regarding what the organization is. This organizational identity arises from employees' own assessments. The possibility that employees perceive the organizational features interesting encourages them to identify themselves with the organization (Collier and Esteban, 2007). On the other hand, the perceived external image is that the opinions of stakeholders in the organizations are interpreted by the employees (Dutton et al., 1994). In the event of positive interpretation, employees would be proud of the activities of the organization and being a part of such an organization, which will intensify the organizational identification (Kim et al., 2010; Glavas and Godwin, 2013).

Organizational identification is defined as the degree to which organization members define themselves by the same attributes that they believe define the organization (Dutton et al., 1994). Identification of employees with the organization results in particular positive attitudes and behaviors such as job satisfaction (Van

Dick et al., 2004), organizational commitment (Marique and Stinglhamber, 2011), organizational citizenship behavior (Jones, 2010), low turnover rate (Akyüz and Yılmaz, 2015; Tuna and Yeşiltaş, 2014). Therefore, employees' identification with the organization bears a strategic importance. Since the organizational identification is defined as a factor which is affected by corporate social responsibility activities (Peterson, 2004; Kim et al., 2010) and which affects the attitude of job satisfaction (Van Dick et al., 2004), this concept is considered to play a mediating role in the relationship between the perceived social responsibility and job satisfaction. Relevant hypothesis is as follows:

**H<sub>2</sub>:** Organizational identification plays mediating role in the relationship between perceived corporate social responsibility and job satisfaction.

### **3. METHOD**

#### **3.1. Measurement Tool**

In the present study, the scale with 23 items developed by Park and Levy (2014) was used in order to measure perceived corporate social responsibility. This scale is composed of four dimensions as employee, community, customer and environment-oriented social responsibilities. Since validity and reliability of the scale was supported by study of Boğan and Dedeoğlu (2017<sub>a</sub>), the scale was used. On the other hand, it was benefitted from the Michigan organizational assessment general job satisfaction scale in order to measure the general job satisfaction. The scale is composed of three items. Lastly, the scale with five items developed by Mael and Ashforth (1992) was used to measure the organizational identification.

#### **3.2. Sample**

The research population is composed of students studying tourism at bachelor's degree and working as an intern in hotel industry, or the students working for the summer period. Since it was difficult to reach the whole population, the students studying in Tourism Faculty of Sakarya University were selected as sample. Within this sample, students at second, third and fourth grades go for an internship and on-the-job training. Therefore, only those were included in the study. In line with the information taken from faculty administration within this scope, the number of students to be included in the research is 630 in total. As complete inventory within the selected population could not be proceeded, sampling method was used. Among

the sampling techniques, the convenience sampling method was chosen for conducting the questionnaires on respondent students. The questionnaires were delivered to students by the researcher. Since there was so much missing information in 9 questionnaires, they were excluded from analysis, and the data obtained from 241 students were analyzed.

### 3.3. Data Analysis

Since the number of respondents in the study was relatively low, the partial least squares method of the structural equation modeling (PLS-SEM), as recommended by Hair et al. (2011), was utilized in order to test the research model. PLS-SEM is a repeated method which is used for the estimation of structural equation modeling and does not require the distribution assumption on the data (Fornell et al., 1996). In addition, B-K method (Baron and Kenny, 1986) was preferred to examine the mediating role of the organizational identification. In order to conduct the analysis, SmartPLS package program was used (Ringle, Wende, & Becker, 2015).

## 4. FINDINGS

### 4.1. Measurement Model

Since PLS-SEM is composed of two constructs as the measurement model and structural model (Hair et al., 2014), at first, the measurement model, and then the structural model were examined. Within the scope of measurement model, construct validity and reliability were tested. As the factor loading of the statement “2nd item” was below the recommended value .70 as a result of the first measurement model analysis, it was excluded from the analysis, and the measurement model was re-analyzed.

**Table 1. Measurement Model Results**

Dimensions	Items	Std. Coefficients	Path <i>t</i>	CR	AVE
Customer-oriented social responsibility	Customer satisfaction	.858	32.184	.93	.71
	High quality service and products	.891	44.548		
	To be responsive customers compliants	.835	25.464		
	The interests of customers	.821	27.805		
Employee-oriented social responsibility	Respect customers rights	.813	29.200	.91	.64
	Safe and healthy working environment	.805	27.419		
	Treating fairly and respectfully	.857	46.541		
	Providing fair and reasonable salary	.714	15.538		

	Good work and life balance	.798	24.085			
	The interests of employees	.850	41.006			
	Developing skills and careers	.778	24.280			
Community-oriented social responsibility	Improve the quality of life	.799	25.661	.93	.70	
	Respect cultural values	.739	17.525			
	Supporting local charities	.835	35.619			
	The interests of community	.893	63.008			
	Encouragement of employees	.896	67.026			
	Supports education in local community	.832	32.720			
Environment-oriented social responsibility	Environmental concerns in decisions	.823	32.784	.94	.71	
	Reporting environmental performance	.840	34.818			
	Encouragement of guests	.831	33.395			
	Financially supporting environmental initiatives	.839	38.963			
	Minimizing environmental impact	.882	46.229			
	Purchasing products and services	.836	35.193			
Organizational Identification		.865	40.255	.91	.67	
		.755	19.881			
		.749	15.442			
		.840	34.026			
		.881	44.264			
Job Satisfaction		.918	55.554	.92	.84	
		.918	53.305			
Discriminant Validity*	Employee	Environment	Customer	Identification	Society	Job satisfaction
Employee	<b>.801</b>					
Environment	.715	<b>.842</b>				
Customer	.632	.621	<b>.844</b>			
Identification	.508	.559	.551	<b>.820</b>		
Community	.777	.791	.532	.521	<b>.834</b>	
Job satisfaction	.619	.564	.486	.621	.522	<b>.918</b>

\*Cross and bold components indicate the root square of AVE values of all factors. Non-cross components show the value of correlation among the constructs.

As seen in Table 1, since the values regarding the composite construct reliability exceeded .70 recommended by Fornell and Larcker (1981), it can be indicated that the reliability was ensured. In addition, it can also be indicated that the convergent validity was met because the AVE and standardized factor loadings exceeded .50 (Hair et al., 2009). In terms of meeting the convergent validity, Fornell and Larcker (1981) criterion was taken into consideration. As the root square of AVE value of each construct in the measurement model exceeded the correlation between all other relevant constructs, it can be indicated that the discriminant validity was ensured.



As a result, it can be stated that both construct validity and reliability were met (see. Table 1).

#### 4.2. Structural Model Results

Structural model results were shown in Figure 2. In order to determine t-values regarding the path coefficients in the structural model, bootstrap re-sampling method was used, and the sub-sample value was fixed at 5000 as recommended (Hair et al., 2014; Henseler et al., 2009)

As seen in Figure 2, social responsibility activities related to customers ( $\beta=.312$ ;  $t=3.670^*$ ) and environment ( $\beta=.216$ ;  $t=2.116^*$ ) affected the organizational identification in a positive and significant way. On the other hand, job satisfaction was only affected from customer-oriented social responsibility activities in a positive and significant way ( $\beta=.413$ ;  $t=4.671^*$ ). Besides, job satisfaction was affected from organizational identification in a positive and significant way ( $\beta=.402$ ;  $t=4.946^*$ ).

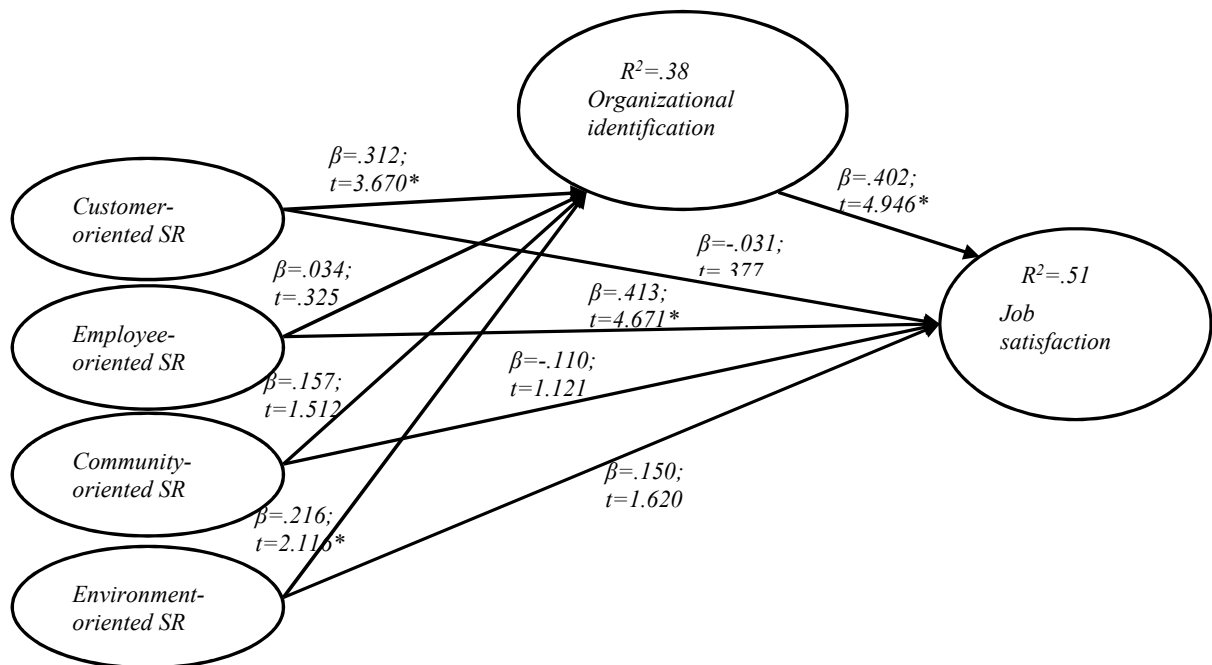


Figure 1: Structural Model Results

### 4.3. Test Results on Mediating Role

For the determination of mediator role, prerequisites recommended by Baron and Kenny (1986) were taken into consideration. In this regard, two models were developed. In the first one, organizational identification was excluded from the model, and the impact of social responsibility dimensions on job satisfaction was examined. On the other hand, in the second model, organizational identification was included in the model, and the model examined in structural model was acquired. Findings obtained from two models were shown in Table 2.

**Table 2. Results of Mediator Role of Organizational Identification**

Relationship	Direct without Mediator (Model 1)		Direct with Mediator (Model 2)		Result of mediator p value
	Path coefficient (t values)	Standard error	Path coefficient (t values)	Standard error	
Customer-oriented SR → Job Satisfaction	-.093 <sup>NS</sup> (1.080)	.086	-.031 <sup>NS</sup> (.377)	.083	-
Employee-oriented SR → Job Satisfaction	.429 <sup>***</sup> (4.439)	.097	.413 <sup>***</sup> (4.671)	.088	.746 <sup>NS</sup>
Community-oriented SR → Job Satisfaction	-.044 <sup>NS</sup> (.407)	.098	-.110 <sup>NS</sup> (1.121)	.098	-
Environment-oriented SR → Job Satisfaction	.236 <sup>**</sup> (2.416)	.109	.150 <sup>NS</sup> (1.620)	.093	.051* Full mediator
Customer-oriented SR → Identification			.312 <sup>**</sup> (3.670)	.085	
Employee-oriented SR → Identification			.034 <sup>NS</sup> (.325)	.105	
Community-oriented SR → Identification			.157 <sup>NS</sup> (1.512)	.104	
Environment-oriented SR → Identification			.216 <sup>**</sup> (2.116)	.102	
Identification → Job Satisfaction			.402 <sup>***</sup> (4.946)	.081	

**Independent variable is the organizational identification.**

\*p<.10; \*\*p<.05; \*\*\*p<.01; <sup>NS</sup>: not significant

In Model 1, it is seen that direct effect of customer and community-oriented social responsibility activities on job satisfaction is insignificant. In line with the findings, first condition of B-K method could not be met for these relationships. Therefore, mediator role of organizational identification in the relationship between customer

and community-oriented social responsibility activities and job satisfaction was not examined. On the other hand, it is observed in accordance with findings in Model 2 that organizational identification in the relationship between customer and community-oriented social responsibility activities and job satisfaction had a partial and full mediator role, respectively. However, Sobel test was applied in order to see whether the mediator role of organizational identification in the mentioned relationships was significant or not (Baron and Kenny, 1986; Sobel, 1982; Preacher and Leonardelli, 2001). According to Sobel test result, it can be indicated that the partial mediator role of organizational identification in the relationship between perceptions of social responsibility activities and job satisfaction levels is insignificant ( $t = .323, p > .10$ ). On the other hand, it can be indicated that its full mediator role in the relationship between perceptions of environment-oriented social responsibility activities and job satisfaction levels is significant ( $t = 1.947, p < .10$ ).

## **5. CONCLUSION AND RECOMMENDATION**

The most likely way to observe the role of CSR in the organizational life is to focus on its impact on job satisfaction. In this regard, it is seen that previous studies confirmed this impact on specific samples; however, expected impact could not be found in some studies. This case brings into mind that there could be other variables mediating the relationship between CSR and job satisfaction. In the present study, organizational identification as one of those variables was examined, and it was found that organizational identification affected the relationship between environment-oriented CSR and job satisfaction. Therefore, even though it mediates one CSR dimension's effect on job satisfaction, it supports the literature related to the mediator role of organizational identification and the approach based on social identity theory.

The fact that some CSR dimensions do not have an impact at expected level on job satisfaction and that some does not have the expected impact on organizational identification can be regarded as the points to be focused on in theoretical aspects. At this point, the research sample should be the determinative factor. In organizational identification levels of students as potential employees, customer and environment-oriented CSR activities of the organization are effective. It could indicate the awareness of students on the importance of environment and customers thanks to their education on business management. In addition, it can be stated that only employee and environment-oriented CSR activities are related to sample

accuracy in terms of the job satisfaction. In this regard, it was found in the present study that the effect of different CSR dimensions on other organizational variables differed in line with the research sample. Therefore, what kind of dimensions could be more effective in what kind of samples should be examined in future studies. The fact that awareness on environment-oriented CSR activities affects the other two variables puts forward the importance of environmental awareness for the sample group. In this sense, it is understood that environmental awareness comes to forefront as a determinant phenomenon in the interaction between individual and organization.

The mediator role of organizational identification was only observed in the relationship between environment-oriented CSR and job satisfaction. It is an important finding in terms of drawing attention to the relationship between identification and environmental awareness. It is understood that environment-oriented activities of the organization increase job satisfaction directly and more through organizational identification. From theoretical perspective, the important role that identification plays in the interaction between CSR and job satisfaction, and in this regard, especially environment-oriented social responsibility is emphasized more. It should be emphasized that the role of environment-friendly activities in an organization and working approaches should be taken into consideration by practitioners. Considering that organizations' environment-oriented activities have an impact on potential employees, it is inevitable that it is also effective on employees working in the organization. Therefore, business managements should focus on environment-friendly activities in order to ensure that employees have commitment to the organization and the job, and thus, they show high performance. Enhancing those activities with the measures that would increase employees' organizational identification would yield more effective results and bring along the job satisfaction.

Considering that the findings in the present study differ in line with sample characteristics, it would be beneficial in future studies to examine the subject over different samples. In addition, it can be recommended focusing on the role of additional variables likely to have mediator effect, besides the organizational identification.

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