

**LEBANESE AMERICAN UNIVERSITY**

The Relationship Between Employees' Internal Corporate Social Responsibility and  
Organizational Citizenship Behavior: The Mediating Role of Perceived CSR  
Practices

By

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# Dedication

I would like to dedicate this thesis to everyone who helped make it possible.

A special thank you to the amazing and humble, Dr Abdul Nasser Kassar. Thank you for your constant guidance and for being patient with my ongoing questions. I couldn't have asked for a better supervisor. I am looking forward to higher accomplishments.

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# The Relationship Between Employees' Internal Corporate Social Responsibility and Organizational Citizenship Behavior: The Mediating Role of Perceived CSR Practices

Haya Ramadan

## Abstract

Corporate social responsibility (CSR) is generally implemented by organizations because of legal obligations. In some organizations, the implementation is limited to external CSR activities directed toward society and the environment. Internal CSR (ICSR), which aims at looking after the welfare of employees, can have a positive impact on employees' perceptions of overall CSR practices (PCSR). Research has shown that such perceptions create a favorable influence on employees' behaviors, which include organizational citizenship behavior (OCB). The aim of this study is to shed light on the role of ICSR practices in enhancing employees' perceptions of CSR practices, which in turn leads to a favorable outcome such as OCB. Drawing upon the Social Exchange Theory (SET), a conceptual model linking ICSR, employees' perceptions of CSR practices, and OCB was developed. More specifically, this study examines the role of PCSR in mediating the relationship between ICSR and OCB. In order to test the conceptual model, data were collected through an online survey and analyzed using the Partial Least Square Structural Equation Modeling. The Smart PLS 3.0 software was employed to conduct the data analysis. The results validated the positive relation between ICSR and OCB and the mediating effect of PCSR. These findings can help organizations in acknowledging the importance of ICSR implementation and the positive consequences on employees' OCB.

**Keywords:** Internal Corporate Social Responsibility, Corporate Social Responsibility, Perceived Corporate Social Responsibility, Organizational Citizenship Behavior, Social Exchange Theory.



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# Chapter One

## Scope of the Study

This chapter includes an introduction of the study. It includes the research questions to be discussed as well as the thesis statement.

### 1.1 Introduction

Corporate social responsibility (CSR) has become an inevitable part of organizations. Its importance has been rapidly evolving throughout the years. El Kassar et al, (2017)'s study indicated that the importance of CSR now a days has grown immensely to the extent that many individuals refuse to work in organizations not implementing CSR practices. Many organizations, however, disregard CSR because of their lack of knowledge in this field. As a result, managers don't give CSR implementation a priority. This will lead to a negative Perceived CSR and lower organizational citizenship behavior.

Corporate social responsibility is known to be the concern of organizations for the society, environment and stakeholders during and after their operational process (Crowther, 2008). As a result of the growing interest in CSR, most of the organizations in our modern days have policies concerning this issue. Recent studies showed that ethical behavior and socially responsible initiatives would help organizations in improving employee commitment (El-Kassar et al., 2017), loyalty (El-Kassar et al., 2019a, Makki and El-Kassar, 2021), and innovative work behavior (Singh et al., 2019a). At the organization level, the ethical behavior and the socially responsible initiatives have been shown to enhance governance (El-Gammal et al., 2020; El-Gammal et al., 2018; El-Kassar et al., 2018; El-Kassar et al., 2015), improve economic, social, and environmental performance (Singh et al., 2019b), and increase the competitive advantage of the organization (El-Kassar and Singh, 2019b; Singh and El-Kassar, 2019b; Singh et al., 2019b). Such responsible initiatives have also been linked to the sustainability of the supply chain (Yassine, 2020; El-Khalil and El-Kassar, 2018; Yassine and Singh, 2020).

CSR activities can be classified into two different dimensions; external or internal CSR (Hameed et al, 2016). Internal CSR is defined as the extent to which the organization cares about the employees' well-being, safety and needs while external CSR is the extent to which the organization cares about the society (Bouraoui et al., 2018). Once internal and external CSR activities are initiated in organizations, the employees' perception of CSR will consequently be impacted. Perceived CSR is the employees' perception of the company's ethical, legal and economical duties towards the employees and the society (Peterson, 2004).

Having a positive perception of CSR, employees' quality of work life will improve. Quality of work life is when the employees' needs are being looked after by the company to help them make better decisions regarding their working experience (Martel and Dupuis, 2006). This is particularly important for employees because of the number of hours spent in their working environment. Once employees' QWL improves, organizational identification will become more evident. The organizational identification is when employees identify with the organization's values and goals (McGregor, 1967).

Through identifying with the organization, employees will develop positive behaviors (El-Kassar et al., 2017), one of which is organizational behavior citizenship (OCB). The latter is the voluntary commitment of employees to the organization in which employees perform tasks beyond their responsibilities (Geckil & Tikici, 2015). Cek and Eyupoglu (2019) indicated that when employees identify with their organization as a result of CSR, they will consequently build an organizational citizenship behavior. A study by El-Kassar et al , (2017) proved that implementing CSR practices will help in positively increasing employees identification. This behavior will lead to an overall better performance.

Research regarding CSR and its effect is getting more recognition. It has proven to have a great impact on various aspects regarding, PCSR and OCB. Therefore, it is very important for organizations to start giving priority to CSR implementation.

## **1.2 Importance of the study**

This study is important to fill the research gap found in this topic. Therefore, it will

help organizations recognize the importance of CSR implementation and the effects it has on other important factors. Hence, the purpose of this study is to provide organizations with sufficient information about CSR and its importance. It is necessary for organizations to have a notion of CSR implementation impact.

In this paper Perceived CSR is proposed to play a mediating role between Internal CSR and OCB. After briefly introducing internal CSR and its effects on perceived CSR, leading to OCB, the next section will discuss each variable thoroughly. Then a discussion of the relationship between these variables will be related to theories upon which this paper is based on. The methodology section will be used to help in the analysis of the obtained results. Finally, a conclusion with the proposed limitations will be presented.

### **1.3 Research Questions**

This study discusses the following research questions that will later be analyzed through the collected data:

**RQ1:** What is the effect of Internal CSR on Perceived CSR?

**RQ2:** How does PCSR impact employees' Organizational citizenship behavior?

**RQ3:** Does Perceived CSR mediate the relationship between Internal CSR and organizational citizenship behavior?

The rest of the study will be organized as follows: Chapter two will include the literature review which is an over view of the variables in question. Chapter three will include the proposed conceptual models and proposed hypothesis. Methodology, analysis and findings will be included in chapter four. The last chapter will present the study's limitations and future recommendations.

## **1.4 Thesis statement**

Internal corporate social responsibility positively affects employees' organizational citizenship behaviour, while Perceived CSR mediates the relationship between Internal CSR and OCB.

# Chapter Two

## Literature Review

This section includes a discussion of previous studies on internal CSR, perceived CSR, and organizational citizenship behavior.

### 2.1 Internal CSR

CSR is the organizational practices that go beyond their obligations and benefits the society, environment and stakeholders. This includes doing good practices to better the organization's ethical position in the community. These CSR practices can be considered to be either internal or external (Hameed et al, 2016). Various researches have tackled external CSR and its importance. It includes charitable practices and helping non-profit organizations for the greater good (Wang, and Huang, 2018). Parks and Levy (2014) indicated that employees relate to organizations which engage in social and environmental activities. On the other hand, internal CSR is not given as much extensive research as it should be. The latter represents' the extent to which organizations look after their employees' wellbeing, fairness and satisfaction (Mory, et al. , 2016). Nejati and Ghasemi (2012) investigated the practice of corporate social responsibility from the employees' perspectives in Iranian organizations. Findings show that few organizations consider corporate social responsibility for implementing it in their strategy. In organizations that practice corporate social responsibility, employees find that the focus of corporate social responsibility practices was on customers. Then the focus is shifted to corporate social responsibility towards government and lastly to society. As for corporate social responsibility to employees, it was the least practiced.

Corporate social responsibility can be represented internally towards the employees through internal corporate social responsibility (Hameed, et al., 2016). Therefore, Internal CSR is represented by the practices which intend to emphasis on the physical and emotional wellbeing of the employees. Ranjan (2018) defines internal CSR as the organization's commitment to meet the expectations of its employees through the accomplishment of several practices. These practices include the development and



training of employees, working in a safe environment and having equal employment opportunities.

CSR scholars found this general classification to be an obstacle for two main reasons. First, the practices which are considered to be part of internal CSR have been researched under different topics like diversity, justice and work life balance. Therefore, these practices were searched and analyzed individually rather than under practices solely related to internal CSR, making less way for micro CSR scholars to investigate these topics. Another issue is that internal CSR can't be generalized on all the organizations around the world. Being practices which are beyond of what is required by the organization and designated with stewardship; these practices must take the culture in which the organization is operating into consideration. To address these issues, Farooq et al (2017) suggested that organizations must work on developing their employees on the career and personal level to offer them opportunities which are beyond the benefit of the organization. Providing internal CSR to the employees will consequently help in developing positive outcomes. These outcomes range from organizational commitment, attractiveness, identification, to trust (Ranjan et al, 2018). The employee perception of such practices can affect the outcomes of their behaviors (Kroh, 2014).

## **2.2 Perceived CSR**

Researchers agree that today's business organizations must take a new approach to their decisions by thoroughly studying its consequences to know if it affects the triple bottom line (Marrwejik, 2003). Traditionally, organizations had one bottom line which is profit. However, in today's business world organizations are taking a more ethical approach, developed by Elkingot (1998), known as the triple bottom line. Organizations must be concerned in their triple bottom line, having to take into thought the people (society), profit (economics) and the planet (environment). If by chance any of these bottom lines were to be affected negatively because of an organizational decision, this decision must be changed before implementation.

By having a triple bottom line approach, organizations would be helping with sustainability in the fact that they are providing their current needs without compromising the needs of future generations (Mello, 2019). Maon, F. et al (2009)

defines corporate social responsibility as a concept that goes outside the organizations' boundaries determined by its responsibility for the consequences of its decisions on the environment providing acceptability for the organization. Therefore, there should be a serious and well- developed program for corporate social responsibility in organizations and implementing it.

According to a research conducted by Jonker, J. et al. (2006), three important factors should be taken into consideration when incorporating corporate social responsibility in any organization. First, there should be a balance between employees' core competencies and their organizational identity. When organizations develop specific core competencies that are aligned with their identity, this will facilitate the development of corporate social responsibility making it part of its mission, vision, and values. Second, the authors stress the importance of having information and communications technology as a way to help in the development of what is needed for corporate social responsibility implementation. Finally, and to ensure commitment, growing a relationship between the organizations' shareholders is essential. This communication must be evaluated regularly. This will aid in building competencies needed for corporate social responsibility as well as help the employees know if they can be part of this organization or not.

Aguinis and Glavas (2013) highlighted that corporate social responsibility can take two forms; embedded or peripheral. Embedded corporate social responsibility is when it is integrated into the organizations' strategy and is part of its daily operations because of its value and importance. On the other hand, peripheral corporate social responsibility is not part of organizations' daily routines rather it is only implemented because either it gives financial outcomes or for volunteering purposes without connecting it to the job. As a result, embedded corporate social responsibility shows meaningfulness as to why corporate social responsibility is being implemented by the organization resulting in higher employee commitment, while peripheral corporate social responsibility leads to the employees' negative perception of the organizations' motives behind its corporate social responsibility concern. This leads to lower employees' organizational identification. Although some employees feel that peripheral corporate social responsibility is positive, other employees whose values

contradict that of the organization might perceive it to be as not truly genuine (Glavas & Godwin, 2013).

Jamil, D. et al. (2009) did a study in Lebanon, Jordan, and Syria by applying a model developed by Quazi and O'Brien (2000). This model shows that there are four possible views of corporate social responsibility. The first two extremes are the classical view which proposes that the business is responsible for gaining profit by producing goods and services and so corporate social responsibility is considered to be more costly than beneficial for the organization, while the modern view suggests that there is a wider responsibility for the organization that it should take into consideration. Another two extremes, similar to the embedded and peripheral, are the philanthropic view, which is the actual concern for society regardless of the costs that come with it, or the socio-economic view which is solely for the benefits that come with taking corporate social responsibility actions. Based on their findings, Jamil, D. et al. (2009) concluded that different views are taken regarding corporate social responsibility, depending on the cultures. Therefore, employees' perception of corporate social responsibility varies depending on the organizations' motives behind it. A positive perception of CSR can lead to employee identification (El-Kassar et al., 2017 When the individual is able to identify with a valued group he would be consequently fulfilling his need for identity. Therefore, if the employee was able to build a positive identification with the organization, his stress levels and burnout will decrease (Mishra, 2013).

### **2.3 Organizational citizenship behavior**

Organizational citizenship behavior “represents individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system, and in the aggregate promotes the efficient and effective functioning of the organization”. These behaviors can include performing jobs outside of the employees' roles, helping colleagues and being excited and enthusiastic about work (Organ, 1988). Organizational citizenship behavior is considered to be important, for it helps the organization have a sense of flexibility and overcome many obstacles through interdependence between employees (Smith et al, 1983). Graham (1991), states that OCB is composed of several categories including organizational obedience, loyalty and participation. Organizational obedience is the employees' acceptance of the organization's rules and regulations. Organizational loyalty is the ability to identify

with the leaders of the organization and having similar beliefs circulating from top leaders to departments, units and individual employees. Lastly, Organizational participation is when employees make sure that the organization is always being represented with complete virtue and value. All these categories create the organizational citizenship behavior.

# Chapter Three

## Hypotheses and Conceptual Model

This chapter will show the relationship between ICSR, PCSR and OCB. The relationships are represented through the conceptual model.

### 3.1 Hypothesis Development

This paper draws upon two theories; the social exchange theory (Homans,1958). and the means end chain theory (Gutman, 1982). To start with, the social exchange theory can help in understanding the behaviors of employees in an organization. The theory suggests that for every action of one party, there is an exchanged reaction by the other party. This is particularly true in the organizations where employees feel the need to give back (Cropanzano, and Mitchell, 2005).This theory can be applied to this paper by showing the relationship between CSR and OCB. A study was done by Farid et al (2019), supported by the social exchange theory, proved that employees exhibit additional positive behaviors once they perceive the organization's implementation of CSR, showing a positive relation between PCSR and OCB. As for the means end chain theory, it argues that, behaviors of individuals and decision making are influenced by their own values and beliefs. By taking into consideration the employees' values and beliefs in an organization and aligning them with organizational decisions, organizational performance will increase (Bhattacharya et. al, 2009). This is supported in a study conducted by Boadi et al. (2020) which indicated that practicing ICSR in organizations help in positively improving employees' perception of the organizational practices of CSR and in turn improve their performance and quality of work life. Therefore, this theory can be applied to this paper by showing the positive relation between Internal CSR and PCSR. In this paper we will tackle the mediating role of Perceived CSR practices and its impact on ICSR and OCB.

#### 3.1.1 Internal CSR and PCSR

Internal corporate social responsibility can be represented by many variables. One of these variables is having low gender discrimination in the workplace. Vilke et al. (2014) took gender equality and its effects on corporate social responsibility into

consideration. Their findings show that the more gender inclusive the organization is in its leadership positions, the more its corporate social responsibility motives are proved to be philanthropic.

Building up on these findings are Celis et al. (2015), who conducted a research to validate different hypotheses regarding gender social responsibility as part of the broader corporate social responsibility. Their findings indicate that in organizations where women are part of the corporate boards, middle and top managements, GSR (Gender social responsibility) is positively increased, effecting the company's corporate social responsibility. The greater the number of women representations in higher positions, which men usually take, the more accepting and socially responsible the organization is perceived in the eyes of its shareholders regarding gender equality. Similarly, and building on this finding are Gazzola, et al. (2016), who also found that organizations implementing corporate social responsibility practices must give its employees equal job opportunities regardless of their gender. They considered that gender equality must be promoted through corporate social responsibility practices.

Another internal corporate social responsibility variable is procedural justice. Investigating internal corporate social responsibility factors, Brammer et al. (2007) findings indicated that positive employee perception of procedural justice has a positive impact on employee commitment and behaviors. These results are justified by the means end chain theory. Whenever an employee feels that the organization is implementing actions which align with their beliefs and values, the employee will in turn build a positive perception of PCSR towards employees and exhibit a positive performance. Therefore, the more implementation of ICSR in an organization the better the positive perception of CSR becomes.

Therefore, there are various internal corporate social responsibility factors which influence the employees' organizational commitment. In addition to the gender inclusive leadership variable, procedural justice is another internal corporate social responsibility practice that influences organizational commitment and employee perception of CSR. Procedural justice, defined, is the fairness of the way the organization takes its decisions and distributes its assets (McFarlin & Sweeney, 1992). Generally, employees consider the fairness of the organization and the treatment that they receive under certain policies and rules as procedural justice (Blader & Tyler,

2003). Therefore, if employees perceive the procedural justice of the organization positively, this will lead to an increase in organizational trust. Once corporate social responsibility practices are perceived positively by the employees and are relative to ethical societal expectations, successful corporate social responsibility implementation will be guaranteed. So we can conclude that two dimensions of internal CSR which are the procedural justice and gender equality can impact the perceived CSR of employees inside of their organization.

Whether to truthfully work better for increasing their corporate social responsibility, or solely for financial benefits, Organizations are realizing the importance of corporate social responsibility and are getting pressured to incorporate it into their organizations. Effecting three different bottom lines, organizations are seeking to impact the society, environment, and economy positively. Whenever there is an implementation of internal CSR, employees perceive the CSR towards them positively. Thus, we hypothesize:

Hypothesis 1: Internal CSR has a positive impact on Employee's Perception of CSR

### **3.1.2 PCSR and OCB**

As previously stated, the integration of CSR into the activities of the organization have been rapidly increasing through the years. Having CSR is part of the organization's action plan has become a crucial factor in sustaining a company's competitive advantage (Yilmaz, et al, 2015). Defined, CSR represents the responsibilities organizations have towards its stakeholders (Albinger, et al, 2000). These stakeholders include the society, environment and employees. From this statement we drive the internal and external aspects of CSR. External CSR represents the responsibilities the organization has towards the society and environment while internal CSR represents the responsibilities of the organization towards its employees (Brammer et al, 2017).

In this research, we discussed the importance of internal CSR as a factor that effects the employees' perception of CSR. The former can be observed towards society, the environment or employees. Various studies have validated that perceived CSR has a positive relation with employees' organizational citizenship behaviors. The latter is defined as the actions that employees take which are beyond their responsibilities and

duties (Organ, 1988). According to Oo, et al, (2018), OCB can be represented in employees by having positive relationships with their colleagues and doing tasks they are not responsible for just for the sake of help.

The relationship between OCB and PCSR is validated by the social exchange theory. This theory states that for every action there is a similar reaction. In the context of organizations, Evans (2010) explained this relationship by stating that when employees perceive the good their organization is doing, this will by itself motivate employees to exhibit similar behaviors reciprocated towards their organization. Therefore, when employees observe the positive CSR actions taken by the organization, they will reciprocate this action towards their organization through organizational citizenship behaviours. Based on this we hypothesis the following

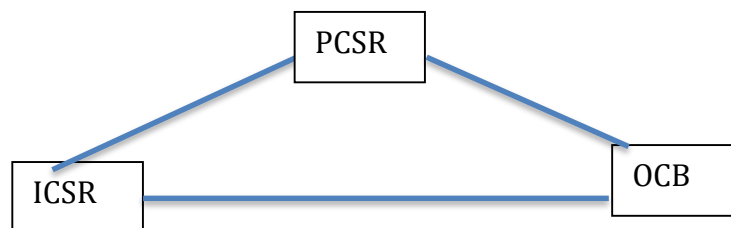
H2: Perceived CSR has a positive impact on OCB

Based on hypothesis 1 and 2, we suppose that the relationship between Internal CSR and OCB is mediated by Perceived CSR; accordingly we hypothesis the following:

H3: The relationship between ICSR and OCB is mediated by Perceived CSR.

### 3.2 Conceptual Model

The discussed relationships can be translated into the following model below (Fig 1)



**Figure 1: The Conceptual Model 1**



# Chapter Four

## Research Methodology & Statistical Analysis

### 4.1 Introduction

This section will tackle the different methods used in order to analyze the presented hypotheses. This thesis will provide evidence to prove the indirect relationship between Internal CSR, Perceived CSR and Organizational citizenship behavior.

This research tests the mediating effect of Perceived CSR between Internal CSR and OCB. The variables will be tested among employees. The chapter is divided into eight different sections; demographics, internal CSR, procedural justice, gender discrimination, perceived csr, quality of work life, identification and OCB.

### 4.2 Construct operationalization

The questionnaire used for this thesis was distributed virtually among participants. Online surveys are more efficient especially during the pandemic the world is going through. By doing so, we were able to reach a high number of participants while avoiding any physical contact. As previously mentioned, the survey is divided into eight different sections; demographics, internal CSR, procedural justice, gender discrimination, perceived csr, quality of work life, identification and OCB.

The questionnaire was based on the 5- point likert scale through which responses ranged from strongly agree to strongly disagree. The demographic section consisted of questions related to the following: gender, age, educational level, organizational level, work experience and company size.

The first part of the questionnaire contained six items adopted from Turker (2009) to measure the extent to which the organization applies CSR towards its employees.

The second part was adapted from the scale developed by (Brashear et al 2004). It included nine items to measure the extent of the procedural justice found at the organizations participants work in. The third part of the survey is a 8-item section adopted from Hipolito, G. B. (2020).It was used to measure if there is gender discrimination in the work place. The fourth part was adapted from the scale developed by Glavas and Kelley, (2014). It included eight items to measure the perception of employees to the organization's CSR activities. The fifth part of the survey is a 5 item section adopted from Asante et al (2020).It was used to measure employees' quality of work life. The sixth part was adapted from El Kassar et al (2017) to measure employee identification with their organizations. It consisted of 5 items. The last part was a 6 item section developed by (El Kassar et al 2017) to measure employees organization citizenship behaviour.

### **4.3 Ethical Considerations**

Before filling out the survey, participants were first asked to fill a consent to agree to the terms and conditions of the questionnaire. Most importantly, participants were informed that no names will be used, thus making this survey anonymous. Furthermore, in order to fully understand what the participants are signing for, a brief introduction to the subject and its purpose were included.

### **4.4 Survey Administration**

The sample consists of employees from different industries. Survey administration took place from January to February 2021, where the online questionnaire was distributed to potential participants on Whatsapp, Facebook and emails. The latter limited us from calculating the exact number of recipients. The total number of collected responses was 90. Therefore, the data consisting of 90 responses were entered to SPSS software to conduct the needed analysis.

The respondent demographics are summarized in Table 1, 2 and 3. Regarding their employment status, mainly 35.6% are in the middle level managerial position, 36.7% are in the staff level, and 11.1% are in the supervisory position. As for the remaining 16.6%, it was distributed among other organizational levels. The working experience of the respondents were divided by 56.7% for less than 6 years, 23.3% for 6 to 16 years, 10% for 6 to 24 years and 10% for 25 years and above. Finally, the

company size resulted in 41.1% less than 50 employees, 20% for 50 to 199, 11.1% 200 to 499 employees and 27.8% for 500 or more employees.

Table 1: Summary of Respondent Demographics (organizational level)

**Organizational level**

	Frequency	Percent
Department In charge	1	1.1
Entrepreneur	2	2.2
Executive	1	1.1
Freelance worker	1	1.1
Intern	1	1.1
Middle level managerial position	32	35.6
Paralegal	2	2.2
Professor	1	1.1
Staff	33	36.7
Student	1	1.1
Supervisory position	10	11.1
Top managerial position	5	5.6
Total	90	100.0

Table 2: Summary of Respondent Demographics (work experience)

**Work experience**

	Frequency	Percent
Valid 16-24 years	9	10.0
25 years and above	9	10.0
6-16 years	21	23.3
Less than 6 years	51	56.7
Total	90	100.0

Table 3: Summary of Respondent Demographics (company size)

**Company size**

		Frequency	Percent
Valid	200 to 499 employees	10	11.1
	50 to 199 employees	18	20.0
	500 or more employees	25	27.8
	Less than 50 employees	37	41.1
	Total	90	100.0

## 4.5 Reliability and Validity of Constructs

In order to test the reliability of the variables, Cronbach's alpha was used. The latter was also used for validity purposes. This tool is used to measure the strength of the reliability, consistency and validity of constructs especially when using likert-scale.

The tool suggests that any value of Cronbach Alpha lower than 0.6 indicates a low reliability of scale while those higher than 0.6 indicate a strong reliability (Nunnally and Bernstein, 1994).

### 4.5.1 Reliability Analysis

The reliability analysis test was done through the calculation of Cronbach's alpha for the scales. The calculations are listed in the below tables below.

Table 4: Summary of Cronbach's alpha values for each scale:

**Construct Reliability and Validity**

	<b>Cronbach's Alpha</b>
<b>ICSR</b>	<b>0.860</b>
<b>OCB</b>	<b>0.892</b>
<b>PCSR</b>	<b>0.822</b>

The cronbach's alpha score of more than 0.8 for all three variables indicates the reliability of the tested variables.

**4.6 Factor analysis**

In order to further analyze the data, factor analysis was conducted. First, factor analysis was run for the first variable (ICSR). After removing the first two items (ICSR1 and ICSR2), results indicated that the KMO and Bartlett's test was significant with a Chi-square value of 165.237 and a corresponding P value of 0.000. All factor loadings of the four items (ICSR 3,ICSR4, ICSR5 and ICSR6) were >0.7 indicating high scale reliability as seen in table 2. Also, the total variance explained was 70.597% which is significantly above the minimum required value of 50% . Finally, a single score for Internal CSR was generated using the regression model which will be used in the subsequent analysis.

**Table 5: Factor Loadings for Internal CSR (ICSR)**

<b>Component Matrix<sup>a</sup></b>	
	<b>Component</b>
ICSR3	0.746
ICSR4	0.756
ICSR5	0.721
ICSR6	0.600

Factor analysis was run for the second variable (PCSR). Perceived CSR has a higher order multi-level construct. Factor analysis was conducted on each sub-dimension, Perceived CSR towards society (PCSRS) and perceived CSR towards employees (PCSRE). Table 6 shows the factor loadings of (PCSRS). Results indicated that the KMO and Bartlett's test was significant with a Chi-square value of 186.536 and a corresponding P value of 0.000. Most factor loadings of the four items (PCSRS1, PCSRS2, PCSRS3 and PCSRS4) were >0.7 indicating high scale reliability as seen in table 6. Also, the total variance explained was 73.485% which is significantly above the minimum required value of 50%. ON the other hand, Table 7 shows the factor loadings of (PCSRE). Results indicated that the KMO and Bartlett's test was significant with a Chi-square value of 3335.041 and a corresponding P value of 0.000. Most factor loadings of the four items (PCSRE1, PCSRE2, PCSRE3 and PCSRE4) were >0.7 indicating high scale reliability as seen in table 7. Also, the total variance explained was 84.651% which is significantly above the minimum required value of 50% In each case, a simple score was generated to measure the subdivision labeled PCSRS and PCSRE. These two scores will be used as indicators for a higher PCSR construct.

**Table 6: Factor Loadings for Perceived CSRS (PCSRS)**

<b>Component Matrix<sup>a</sup></b>	
	Component
PCSRS 1	0.750
PCSRS 2	0.749
PCSRS 3	0.661
PCSRS 4	0.779

**Table 7: Factor Loadings for Perceived CSRS (PCSRs)**

<b>Component Matrix<sup>a</sup></b>	
	Component
PCSRE 1	0.819
PCSRE 2	0.770
PCSRE 3	0.908
PCSRE 4	0.890

Finally, factor analysis was run for the last variable (OCB). Results indicated that the KMO and Bartlett's test was significant with a Chi-square value of 299.786 and a corresponding P value of 0.000. Most factor loadings of the six items (OCB1, OCB2, OCB3, OCB4 OCB5 and OCB6) were >0.7 indicating high scale reliability as seen in table 8. Also, the total variance explained was 65.232 which is above the minimum required value of 50%. Finally, a single score for Perceived OCB was generated using the regression model which will be used in the subsequent analysis.

**Table 8: Factor Loadings for Organizational Citizenship Behavior (OCB)**

<b>Component Matrix<sup>a</sup></b>	
	Component
OCB 1	0.712
OCB 2	0.646
OCB 3	0.558
OCB 4	0.487
OCB 5	0.802
OCB 6	0.708

# Chapter Five

## Findings

This chapter includes the analysis of the tested hypothesis and resulting findings using the conceptual model.

### 5.1 Hypotheses

According to the statistical analysis data collected, the hypotheses tested as follows:

Hypothesis 1

H1: Internal CSR has a positive impact on Employee's Perception of CSR

Hypothesis 2

H2: Employee's Perception of CSR has a positive influence on OCB

Hypothesis 3

H3: PCSR plays a mediating role between ICSR and OCB

### 5.2 Partial Least Squares (PLS) Structural Equation Modeling

The Smart PLS software was used in order to conduct the analysis needed for testing the hypotheses. Along side the latter, the previously conducted analysis using SPSS will also be used.

#### 5.2.1 Outer Model Analysis

The three variables ICSR, PCSR and OCB were tested for reliability and discriminant validity as shown in tables 9 and 10.



**Table 9: Construct reliability and validity**

	<b>ICSR</b>	<b>OCB</b>	<b>PCSRS</b>
<b>ICSR</b>	0.840		
<b>OCB</b>	0.520	0.791	
<b>PCSR</b>	0.610	0.408	0.917

The results in Table 9 showed significance with scores above than 0.7 for ICSR, OCB and PCSRS.

The AVE values are above 60%, which is greater than the minimum required 50%. As shown in the table, the resulted values for ICSR, OCB and PCSR are 70.5%, 62.6% and 0.841% respectively.

In addition, the Cronbach's alpha and rho values confirm the high-scale reliability for the three variables being studied with values significantly above 0.7. To further validate the constructs' significance a discriminate validity table was demonstrated as shown in Table 10. The valid scale shows higher values on the diagonal than those in the columns and rows.

**Table 10: Discriminate validity**

	<b>Cronbach's Alpha</b>	<b>rho_A</b>	<b>Composite Reliability</b>	<b>Average Variance Extracted</b>
<b>ICSR</b>	<b>0.860</b>	<b>0.875</b>	<b>0.905</b>	<b>0.705</b>
<b>OCB</b>	<b>0.892</b>	<b>0.960</b>	<b>0.909</b>	<b>0.626</b>
<b>PCSR</b>	<b>0.822</b>	<b>0.972</b>	<b>0.914</b>	<b>0.841</b>

### 5.2.2 Inner Model Analysis

Table below indicates the following; Internal corporate social responsibility has a significant direct effect on OCB (path coeff. = 0.520, p-value = 0.000 < 0.001). ICSR also has a significant direct effect on PCSRS (path coeff. = 0.610, p-value = 0.000). In addition, PCSRS has an effect on OCB (path coeff. = 0.144, p-value = 0.264). The p value of PCSR and OCB seems to be insignificant because of the limitation of participants in this study otherwise; the model would be supported with an enlarged sample.

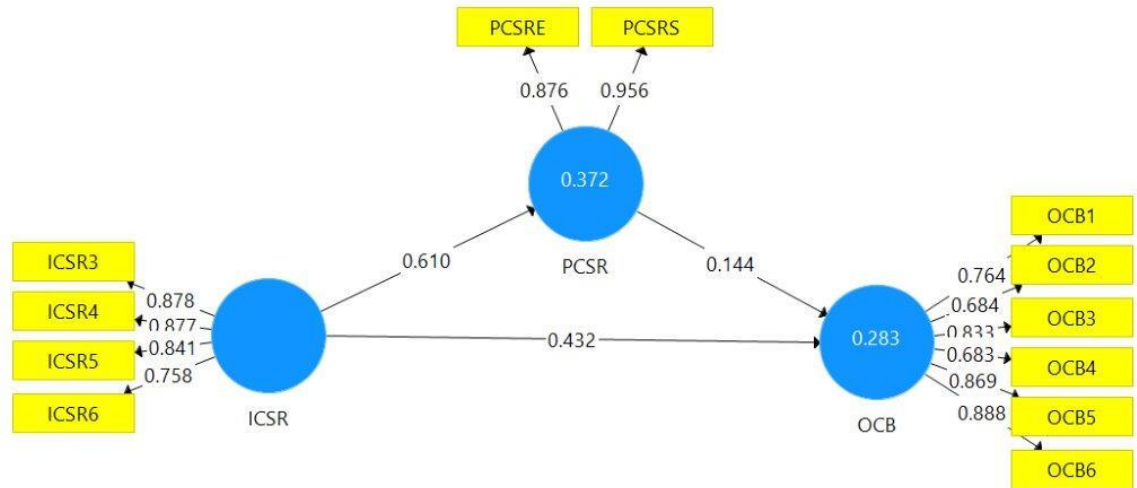
In order to show the effect of each sub dimension of PCSR, we conducted an individual analysis for both. Table 12 shows the specific effect between ICSR, PCSRS and OCB with a p value = 0.009 indicating significance.

**Table 11: Mean, Stdev, T-values, P-values (Total Effect)**

	<b>Original Sample</b>	<b>Sample Mean</b>	<b>Standard Deviation</b>	<b>T Statistics</b>	<b>P Values</b>
<b>ICSR -&gt; OCB</b>	0.520	0.54	0.062	8.318	<b>0.000</b>
<b>ICSR -&gt; PCSR</b>	0.610	0.614	0.070	8.702	<b>0.000</b>
<b>PCSR -&gt; OCB</b>	0.144	0.144	0.129	1.117	<b>0.264</b>

**Table 12: Mean, Stdev, T-values, P-values (Specific Effect)**

	<b>Original Sample</b>	<b>Sample Mean</b>	<b>Standard Deviation</b>	<b>T Statistics</b>	<b>P Values</b>
<b>ICSR -&gt; PCSRS -&gt; OCB</b>	0.219	0.230	0.083	2.623	<b>0.009</b>



**Figure 2: Structural Model**

Figure two shows the relationship between the variables and its significance. The relation between ICSR and PCSR and that of ICSR and OCB indicated significance with path coefficient of 0.610 and 0.432 respectively. However, the relation between PCSR and OCB as a whole construct resulted with a path coefficient of 0.144. This would usually be considered significant if the study was tested on a bigger sample. Therefore, we recommend looking at a larger sample. For this reason we have evidence supporting our hypothesis of PCSR having partial mediation.

### 5.3 Testing the Hypotheses

#### 5.3.1 Testing H<sub>1</sub>

As per the structural model, the relationship between ICSR and PCSR is significant. The more the ICSR is found in the organization, the more employees perceive the corporate social responsibility their organization have towards the society positively.

#### 5.3.2 Testing H<sub>2</sub>

The next relationship between the two variables, PCSRS and OCB also showed high significance. When employees PSCRS increase, by turn, their organizational citizenship behavior will also increase for employees will always prefer to work and commit to organizations which prioritizes the society and not only its financial benefits.

### **5.3.3 Testing H<sub>3</sub>**

As a result of the relationship between ICSR and PCSRS as well as that of PCSRS and OCB, PCSRS plays a mediating role between ICSRS and OCB. Therefore, it validates the indirect relationship between ICSRS and OCB.

# Chapter Six

## Discussion Conclusion Limitations and Implications

This chapter consists of the discussion, implications, limitations and suggestion for future studies.

### 6.1 Discussion

CSR is becoming one of the main focuses of organizations. For any corporation to succeed there must be an integration of CSR actions. The latter can be concerned with society, environment and the employees. The following study sheds light on the importance of CSR implementation towards employees which is also known as internal CSR. Internal CSR can reflect the value an organization gives towards employees, helping in positively rounding the image of employees' PCSR (Boadi et al., 2020). This idea was validated by the means end chain theory. Applying this theory to organizations, it shows that once the organizations implements good actions towards employees; they will perceive those values positively and aligned with their own value. The latter will help in improving the overall performance supporting hypothesis 1. Hypothesis 2 which states that PCSR effects OCB is supported by the social exchange theory. A study by Farid et al (2019) proved that PCSR can positively affect the attitudes and behaviors of employees by projecting their positive perceptions of the organizations' CSR. As a result of the relationship between ICSR and PCSR and that of PCSR and OCB, an indirect relation between ICSR and OCB is formed supporting hypothesis 3 which states that there is a positive relation between ICSR and OCB.

### 6.2 Implications

This study aims at highlighting the importance of CSR in organizations, specifically towards employees. CSR must not only be focused on the environment and society, rather it must focus on employees. First, the outcomes of the relationship between ICSR and PCSR proves that valuing their employees through the right internal CSR actions will help in improving the perception of employees towards their organization. Second, the outcomes of the relationship between PCSR and OCB, also

proves that having a positive perception of the organization's CSR implementation will trigger a feeling of citizenship behavior towards the organization. Employees will become more attached to their work place and indirectly project behaviors of help, appreciation and respect. These two relationships validate the mediating role of PCSR between ICSR and OCB.

The following study offers organizations the opportunity to acknowledge ICSR and its importance. It gives an insight of how ICSR actions can benefit the overall relation between employees and the organization. This study will also help in shedding light on how important it is to give value to the employees. Being a crucial part of the functioning and continuation of organizations, any decision made by the organization must take its employees into consideration.

### **6.3 Limitations and recommendations for future studies**

Some limitations are present in this study especially regarding the collected data. First, the sample population consisted of only 92 participants. Second, due to the current pandemic, the method of collecting data was limited to electronic methods only. Collecting data from a larger number of populations and from different regions will help in improving the validity of the relationship between ICSR, PCSR and OCB. Furthermore, other variables validating the relationship between ICSR, PCSR and OCB can be further discussed, indicating the importance of initiating new studies.

In conclusion, the importance of CSR has been gaining attention; however, organizations must give more importance to internal CSR. Regulations must be aligned with common values such as justice and equality in order to ensure the implementation of ICSR. Organizations must acknowledge the importance of ICSR and its impact on overall performance. The findings of this study validated the importance of ICSR and can be of great help to encourage organizations in applying these actions.

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## **Appendix**

### **Corporate social responsibility survey**

#### **Consent to participate in a Survey/Questionnaire**

You are kindly requested to complete the following questionnaire related to study that will investigate the relationship between employees' perception of corporate social responsibility and organizational citizenship behavior. All information is confidential and your name is not required. If you choose to participate, please complete the survey as truthfully as you can. Your assistance is greatly appreciated.

By continuing with the questionnaire / survey, you agree with the following statements:

- 1.I have been given sufficient information about this research project;
- 2.I understand that my answers will not be released to anyone and my identity will remain anonymous. My name will not be written on the questionnaire nor be kept in any other records;
- 3.I understand that all responses I provide for this study will remain confidential. When the results of the study are reported, I will not be identified by name or any other information that could be used to infer my identity. Only researchers will have access to view any data collected during this research however data cannot be linked to me;
- 4.I understand that I may withdraw from this research any time I wish and that I have the right to skip any question I don't want to answer;
- 5.I understand that my refusal to participate will not result in any penalty or loss of benefits to which I otherwise am entitled to;

6.I have been informed that the research abides by all commonly acknowledged ethical codes and that the research project has been reviewed and approved by the Institutional Review Board at the Lebanese American University;

7.I understand that if I have any additional questions, I can ask the research team listed below;

8.I have read and understood all statements on this form; and

9.I voluntarily agree to take part in this research project by completing the following survey.

If you have any questions, you may contact me:

Haya Ramadan

Lebanese American University

Email: [haya.ramadan@lau.edu.lb](mailto:haya.ramadan@lau.edu.lb)

If you have any questions about your rights as a participant in this study, or you want to talk to someone outside the research, please contact the:

IRB Office,

Lebanese American University

3rd Floor, Dorm A, Byblos Campus

Tel: 00 961 1 786456 ext. (2546)

This study has been reviewed and approved by the LAU IRB:

LAU.SOB.AK4.7/Dec/2020

## **Demographics**

Gender:

- Female

- Male

**Age:**

- 24 or less
- 25 to 34
- 35 to 44
- 45 to 54
- 55 to 64
- 65 to more

**Educational level:**

- High school
- Some college education
- Bachelor's degree
- Graduate degree
- PHD

**Organizational level:**

- Top managerial position
- Middle level managerial position
- Supervisory position
- Staff
- other

**Work experience:**

- Less than 6 year
- 6 -16 years
- 16 to 24 years
- 25 years and above

**Company size:**

- Less than 50 employees
- 50 to 199 employees
- 200 to 499 employees

- 500 or more employees

**internal CSR (corporate social responsibility toward employees)**

The company encourages its employees to participate in voluntary activities:

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree

The company policies encourage employees to develop their skills and careers

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree

The management of the company is primarily concerned with the employees' needs and wants

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree

The company implements flexible policies of a good work and life balance for its employees

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree

The managerial decisions related to the employees are usually fair

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree

The company supports employees who want to acquire additional education

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree

### **Perceived CSR**

Contributing to the well-being of employees is a high priority at my organization.

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree

Contributing to the well-being of customers is a high priority at my organization.

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree

Contributing to the well-being of suppliers is a high priority at my organization.

- Strongly disagree
- Disagree
- Neutral



- Agree
- Strongly agree

Contributing to the well-being of the community is a high priority at my organization

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree

Environmental issues are integral to the strategy of my organization.

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree

Addressing environmental issues is integral to the daily operations of my organization.

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree

My organization takes great care that our work does not hurt the environment.

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree

My organization achieves its short-term goals while staying focused on its impact on the environment.

- Strongly disagree

- Disagree
- Neutral
- Agree
- Strongly agree

### **Organizational citizenship behavior**

I volunteered towards additional work tasks

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree

I went above and beyond for what was required for the work task

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree

I defended organizational policies

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree

I chose to work rather than to take a break

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree

I persisted enthusiastically in completing a task

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree

I spoke highly about my organization to others

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree