

THE IMPACT OF CORPORATE SOCIAL RESPONSIBILITY (CSR) ON AFFECTIVE ORGANIZATIONAL COMMITMENT: THE MEDIATING EFFECTS OF INTRINSIC MOTIVATION, PROCEDURAL JUSTICE & TRUST

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Abstract

Today, corporate social responsibility has become a widely recognized phenomenon, as different sentiments arise from various parties. It has been found that corporate social responsibility fosters many benefits, as it can alter a company's blueprint not only externally but also internally. This research examines whether there is a relationship between employees' perceptions of corporate social responsibility and affective organizational commitment, with intrinsic motivation, procedural justice, and employee trust mediating this relationship. This study was a quantitative design with 231 respondents participating in an online questionnaire. Respondents were employees from various industries who had worked for at least 1 year at their organizations. The data were analyzed using Structural Equation Modelling (SEM). The study found that corporate social responsibility has an indirect effect on affective organizational commitment through intrinsic motivation and employee trust. On the other hand, procedural justice is found to have no mediating relationship with the construct.

Keywords: *corporate social responsibility, intrinsic motivation, procedural justice, employee trust, affective organizational commitment*

INTRODUCTION

Employee-centered CSR and the ethical aspects of HRM have gained attention, leading to increased research and practice that integrate CSR and HRM (Herrera & De Las Heras-Rosas, 2020). Herrera and De Las Heras-Rosas (2020) argued that the nexus between CSR and HRM is both relevant and necessary to explore. CSR has become a growing topic among stakeholders in the corporate world (Alvarado-Herrera et al., 2017). According to Carroll and Shabana (2010), the general conceptualization of CSR is that company activities incorporate responsibilities to all stakeholders, not just owners. The role of CSR has become a topic of ongoing discussion among researchers, experts, and practitioners, especially given the contradictory approaches (Loor-Zambrano et al., 2021). Arguments based on Freeman's (1984) stakeholder theory and Friedman's (1970) thesis have become the foundation for opposing parties. According to Freeman's (1984) stakeholder theory, businesses have responsibilities to create value for their stakeholders, namely customers, suppliers, employees, communities, and financiers. Freeman emphasized the creation of value for the stakeholders by adopting a more global approach to seek legitimacy and recognition in society, as cited in Loor-Zambrano et al. (2021). On the other hand, Friedman (1970) argued that the only social responsibility of a business is to use its resources to engage in activities designed to increase its profits.

Despite the prolonged debate between opposing parties, corporate social responsibility remains a topic of public discussion. As the public becomes more aware of corporate social responsibility, companies have increased their efforts to serve as social agents, fulfilling society's sustainable development goals by engaging with societal needs (Perez & del Bosque, 2013). Alongside becoming social agents, companies are also seeking ways to acquire sustainable competitive advantage (Kiron et al., 2012). Companies also need CSR during the current economic and financial crisis to enhance financial and corporate health and, subsequently, restore confidence and company reputation in the financial and business sectors (Franch, 2013). In recent years, the impact of corporate social responsibility on employees' attitudes has attracted greater interest among researchers; however, existing research has been characterized as exploratory because the theories underlying CSR's potential to affect employees have not undergone centralized, systematic testing and refinement (De Roeck & Maon, 2018). Research on the influence of CSR on employees' attitudes and behaviors remains understudied, despite the acclaimed importance of CSR in higher education institutions (Mascarenhas et al., 2020). The exploration of mediators and moderators of the CSR-

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employee outcome relationship also becomes a major gap in the literature (Gond et al., 2017; Guzzo et al., 2020; Nazir & Islam, 2020; Rhou & Singal, 2020). Employees are classified as both CSR's drivers and its beneficiaries (Rangan et al., 2012). Research by Manimegalai and Baral (2018) argues that CSR can influence positive attitudes of employees (an organization's most valuable asset) when the actions are correctly directed through the appropriate and available means. Organizational commitment is a widely studied job attitude and is recognized as a critical factor in employees' perceptions of CSR (Farooq et al., 2014). According to Kim et al. (2021), organizational commitment reflects employees' psychological condition regarding their relationship with the organization and their preference to remain employed. Hayat and Afshari (2022) found that CSR initiatives improve employees' positive emotional state through heightening organizational commitment and job satisfaction. In Indonesia, the practice of corporate social responsibility is regulated through Law Number 40 Year 2007 regarding limited companies. Corporate social responsibility is defined as a company's commitment to participate in sustainable economic development to improve the quality of life and the environment for the company, local communities, and society in general, according to Article 1, Paragraph 3 of Law Number 40 of 2007 concerning limited liability companies. Although the legal rationale has been stipulated, CSR implementation remains weak in Indonesia. In Indonesia, companies predominantly conduct CSR for the sake of acclaim and to fulfill their obligations (Pertwi & Balqiah, 2021). The perfunctory implementation of CSR in Indonesia is evident from its low CSR quality score, as reported by the NUS Business School Centre for Governance and Sustainability (previously known as the Centre for Governance, Institutions, and Organizations) in 2016. The research shows that Indonesia scored 48.4 out of 100 and ranked fourth out of five ASEAN countries. Given everything said, the CSR phenomenon and its impact on employees' organizational commitment constitute an interesting research topic. This research aims to provide an overview of the state of research on the impact of corporate social responsibility on employees, especially on affective organizational commitment. The growing importance of corporate social responsibility has not yet been addressed in research covering Indonesia's geographical scope. Thus, this research will hopefully fill the research gap, providing empirical and practical contributions across all variables under investigation.

LITERATURE REVIEW

Across countries and sectors, CSR is consistently associated with higher intrinsic motivation, especially when initiatives are authentic, employee-inclusive, and tied to core values. This intrinsic motivation, in turn, drives commitment, creativity, engagement, and pro-environmental behavior, making strategically designed CSR a powerful tool for building a motivated workforce (e.g. Jie & Hasan, 2016; Hur et al., 2018; Kunz, 2020). Thus, the first hypothesis is formulated for all reasons aforementioned:

H1: CSR is positively correlated with employees' intrinsic motivation

According to De Roeck and Maon (2018) and Moon et al. (2014), organizational CSR practices can be viewed as a positive social exchange that affects employees' perceptions of organizational justice within the framework of social exchange theory. Numerous empirical studies have found that employees' CSR perceptions are positively related to their perceptions of organizational justice across industries such as financial services, manufacturing, and other service industries (Moon et al., 2014). Research conducted by Moon et al. (2014) examined the impact of CSR on employees' compassionate acts within organizations through the lens of organizational justice. The result signified that employees' perception of CSR has a positive correlation with compassion at work through organizational justice:

H2: CSR is positively correlated with procedural justice

Studies on CSR and employee trust have been conducted previously, and they generally find a positive, significant relationship (Loor-Zambrano et al. 2021). A study of Chinese workers found a positive, significant relationship between the two variables (Yu & Choi, 2014). Yadav & Singh (2016) found a favorable and significant relationship between CSR perception and employee trust among Hindu firm employees. Another study conducted among South Asian employees shows a positive relationship between CSR and trust; however, they found an insignificant relationship between environmental CSR and trust, as they consider 4 dimensions of CSR (community, environment, consumers, and employees) (Farooq et al., 2014). Thus, the third hypothesis is formulated as follows:

H3: CSR activities is positively correlated with employee trust

Motivation can be seen as the reason behind every action, from the beginning, continuing an activity to the whole direction of someone's behavior (Yasrebi et al., 2014). According to Ganjali and Rezaee (2016), intrinsic motivation is an indisputable factor that determines employees' preventive efforts in the workplace. Past research has found a positive and significant correlation between intrinsic motivation and employee commitment (e.g. Gheitani et al., 2018; Potipiroon & Ford, 2017). Hence, the fourth hypothesis is formulated as below:

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H4: Intrinsic motivation is positively correlated with affective organizational Commitment

When procedural justice is perceived by employees in the workplace, deep bonds are more likely to be created and maintained with employers and organizations, thereby increasing trust (Top & Tekingunduz, 2018; Mittal & Sengupta, 2019) and job satisfaction (Yadav & Gupta, 2017). Guzeller and Celiker (2019) found that employees are more likely to show poor commitment, maladaptive behaviour, and resign when they become the target of discriminatory procedures. Prior research exhibits that high levels of organizational justice have a positive association with job satisfaction, affective commitment, and trust; on the other hand, low levels of organizational justice have a positive association with poor performance, absenteeism, and turnover, and job dissatisfaction (Cohen-Charash & Spector, 2001; Gumus et al., 2012). Thus, the fifth hypothesis is formulated as follows:

H5: Procedural justice is positively correlated with affective organizational Commitment

Employees who have better trust in their organization are more foreseeable than others to be effectively committed to their organizations (Klimchak et al., 2020). Organizational trust also becomes a crucial antecedent for affective commitment (Agyare et al., 2019). Lin et al. (2021) suggested that when employees trust their organization to care considerably about the investment they make in CSR, employees will have a greater psychological attachment to their firms. A prior study by Aryee et al. (2002) found that there is a significant positive relationship between organizational trust and affective organizational commitment. Aryee et al. (2002) assessed social exchange-based models of organizational justice. Thus, the sixth hypothesis is formulated as follows:

H6: Employee trust is positively correlated with affective commitment towards the firm

Further testing examined the mediating role of intrinsic motivation, procedural justice, and employee trust. This investigation was performed after considering several previous studies. The hypotheses for the proposed mediating effects are as follows:

H7: Intrinsic mediation mediates the relationship between perceived CSR and affective commitment

H8: Procedural justice mediates the relationship between perceived CSR and affective commitment

H9: Employee trust mediates the relationship between perceived CSR and affective commitment

The relationships among the variables examined in this study is depicted in Figure 1.

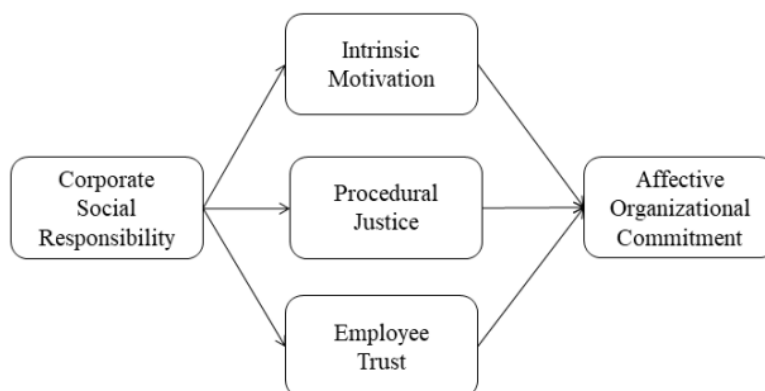


Figure 1. Research model

METHOD

This research uses purposive sampling and targets Indonesian workers aged 18 or older. The minimum number of respondents for this research will be 130 respondents with 26 items. The researcher managed to acquire 245 respondents. However, only 231 respondents were eligible for processing.

There are 26 items in the research questionnaire, and all items are measured on a 1-7 Likert scale, with 1 (strongly disagree) and 7 (strongly agree). The model posits a second-order construct, with the CSR variable measured by three dimensions: the economic dimension (3 items), the legal dimension (4 items), and the ethical dimension (3 items) (Moon et al., 2014). Seven items measure intrinsic motivation (Loor-Zambrano et al., 2021). Employee trust

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is being measured by three items (Loor-Zambrano et al., 2021). Furthermore, procedural justice and affective organizational commitment are both measured by three items each (Moon et al., 2014).

RESULTS AND DISCUSSION

Validity and Reliability

Confirmatory Factor Analysis (CFA) is utilized to measure the validity and reliability of each item. All items are valid and reliable according to Hair et al. (2019), as each item meets the criterion. Although the Economic dimension of the first-order model has an average variance extracted (AVE) value below 0,5, it can still be considered reliable, as an AVE below 0,5 is not problematic (Hatcher, 1994). Furthermore, the Composite Reliability (CR) value has already been above 0.7 (Hair, 2019). Every loading factor is in range (SLF > 0,5), CR > 0,7 and AVE > 0,5 as seen in Table 1.

Table 1. Descriptive, validity, and reliability

Latent variable		Mean (SD)	Range	Loading factor (min-max)	CR	AVE
CSR (First-order)	Economic	6,361 (0,854)	(1-7)	(0,61-0,74)	0,700	0,439
	Legal	6,255 (0,927)	(1-7)	(0,69-0,84)	0,841	0,570
	Ethical	6,020 (1,066)	(1-7)	(0,81-0,88)	0,872	0,694
CSR (Second-order)				(0,91-1,00)	0,978	0,937
Intrinsic motivation		6,187 (0,990)	(1-7)	(0,48-0,80)	0,798	0,405
Procedural justice		5,841 (1,151)	(1-7)	(0,86-0,90)	0,906	0,763
Employee trust		5,973 (1,111)	(1-7)	(0,79-0,87)	0,882	0,713
Affective commitment		6,010 (1,080)	(1-7)	(0,77-0,90)	0,881	0,712

Structural Analysis

According to Hair et al. (2019), the research model can be considered a good fit when at least three to four GOFI indicators are met. The results of this research indicate that the model has 11 indicators (RMSEA, SRMR, ECVI, NFI, NNFI, CFI, IFI, RFI, AIC, CAIC, and Normed Chi-Square) that provide a good fit. One indicator (GFI) is found to have a close fit. The remaining four indicators (chi-square, p-value, AGFI, and critical "N") are found to be a poor fit, as the values did not meet the standard for a good fit. That said, the overall model is deemed a good fit.

Respondents' Profile

Of the 245 respondents who filled in the questionnaire, only 231 passed the screening questions. There were more male than female respondents, and most were between 24 and 29 years old, though those aged 30-39 came close. More than 50% of the respondents were married, more than half were bachelors, and most had worked in their respective organizations for 2-3 years. Financial and insurance activities, business activities, and other services activities are the industries that dominate the respondents, with a close range of respondents. Almost half of the respondents have a yearly income of Rp 50,000,001- Rp 80,000,000. The unit or work department of the respondents varies, though human resources and other departments dominate.

Hypothesis Testing

Nine hypotheses were tested in this study; seven were supported. The results of the hypothesis testing were presented in Tables 2 and 3.

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Table 2 Hypothesis Testing Results

Hypothesis	Path	Path Coefficient	T-Value	Result
H1	Corporate Social Responsibility → Intrinsic motivation	0.85	4.72	Supported
H2	Corporate Social Responsibility → Procedural justice	0.89	5.91	Supported
H3	Corporate Social Responsibility → Employee trust	0.96	5.83	Supported
H4	Intrinsic Motivation → Affective Organizational Commitment	0.46	3.51	Supported
H5	Procedural Justice → Affective Organizational Commitment	-0.11	-0.87	Not Supported
H6	Employee Trust → Affective Organizational Commitment	0.99	2.84	Supported

Table 3. Mediation Results

Hypothesis	Path	Indirect Effect	T-Value (Sobel test)	Result
H7	Corporate Social Responsibility → Intrinsic Motivation → Affective Organizational Commitment	0.3910	2.84	Supported
H8	Corporate Social Responsibility → Procedural Justice → Affective Organizational Commitment	-	The Sobel test was not conducted since there was an insignificant path	Not Supported
H9	Corporate Social Responsibility → Employee Trust → Affective Organizational Commitment	0.9696	2.53	Supported

According to Table 2, all hypotheses are significant because the t-values exceed 1.645, except hypothesis 5, which indicates that procedural justice does not have a positive direct effect on affective organizational commitment. CSR is found to have a positive, direct effect on intrinsic motivation, procedural justice, and employee trust, as all three have significant t-values. Intrinsic motivation has been found to have a direct, positive effect on affective commitment. Additionally, employee trust is found to have a direct, positive effect on affective commitment. Subsequently, an indirect effect or mediation analysis is conducted to assess whether there is mediation. Intrinsic motivation and employee trust were found to mediate the relationship between corporate social responsibility and affective organizational commitment among workers from various industries in Indonesia (Table 3). Although both intrinsic motivation and employee trust were found to mediate the construct, employee trust is the more prominent mediator, given its higher indirect effect. Hence, employee trust is more significant in forging affective commitment, as employees' perceptions of corporate social responsibility are key. The causal relationship between the variables is shown in Figure 2.

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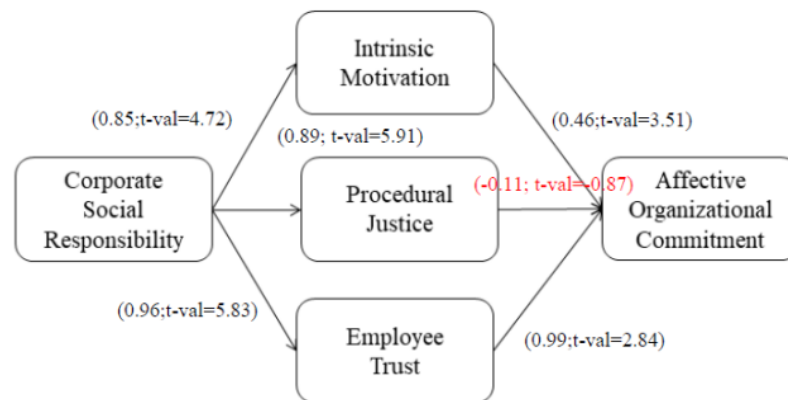


Figure 2. Path coefficient and T-Value of the Research Model

Discussion

This research aims to examine whether employees' perceptions of corporate social responsibility affect affective organizational commitment through the mediating roles of intrinsic motivation, procedural justice, and employee trust. The research shows that employees' perceptions of corporate social responsibility are positively and significantly related to three employee attitudes measured in this research: intrinsic motivation, procedural justice, and employee trust. The research findings support hypothesis 1, indicating that CSR is positively correlated with employees' intrinsic motivation. The result of this research is also consistent with prior research, such as that by Loor-Zambrano et al. (2021), which found a positive and significant relationship between CSR and intrinsic motivation. Research by Al Madi & Auruskeviciene (2012) also found a positive, significant relationship between CSR activities and intrinsic motivation among Lithuanian employees.

Hypothesis 2 is also accepted, indicating that corporate social responsibility is positively correlated with procedural justice. The findings are consistent with previous research by Moon et al. (2014), which found a positive, direct influence of corporate social responsibility on procedural justice. Another finding of this research is that corporate social responsibility activities positively correlate with employee trust, as proposed in hypothesis 3. The finding indicates that the corporate social responsibility of an organization can influence and enhance the trust of its employees. Past research has found similar results: Yu & Choi (2014) found a positive, significant relationship between corporate social responsibility and employee trust in their organization. Farooq et al. (2014) conducted a study on South Asian employees and found that corporate social responsibility is positively related to employee trust. Employee trust is vital for organizations to nurture amidst the changing environment (Loor-Zambrano et al. 2021). The relationship between three employee attitudes being observed in this research (intrinsic motivation, procedural justice, and employee trust) on affective organizational commitment has different outcomes from each other. Intrinsic motivation is positively correlated with affective organizational commitment; hypothesis 4 is accepted. An employee's intrinsic motivation may influence their affective commitment towards the organization. Extrinsic motivation is not deemed the only determinant of an employee's development of affective commitment. Following this research's finding, past research has also found a positive relationship between intrinsic motivation and affective commitment (e.g. Al-Madi et al., 2017; Gheitani et al., 2018; Kalhor et al., 2017)

According to this study, although corporate social responsibility is positively correlated with procedural justice, procedural justice is negatively correlated with affective commitment among Indonesian workers. In contrast with past research, it has been found that procedural justice has a positive relationship with affective organizational commitment (e.g. Appaw-Agbola et al., 2021; Charbonneau & Wood, 2018; Nazir et al., 2019). Initially, procedural justice was included as a mediating variable because a meta-analytic investigation indicated that it correlates most strongly with organizational commitment among dimensions of organizational justice (Cohen-Charash & Spector, 2001; Colquitt et al., 2001). However, this research has indicated the opposite for Indonesian workers. Hofstede (1980) cultural dimension theory may shed some enlightenment on the insignificant result. One of the drivers of Hofstede's cultural dimensions is power distance, which is the degree to which less powerful members accept that power is distributed unequally. Indonesia scores rather high on power distance, with communication being rather

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indirect. Seventy-four per cent of respondents are at the staff position level. Hence, it may explain why procedural justice is found not to affect affective commitment. Employee trust is positively associated with affective organizational commitment. The findings are in accordance with past research, where it has also been found that a positive and significant relationship exists between employee trust and affective organizational commitment (e.g. Farooq et al., 2014; Gaudencio et al., 2017; Looor-Zambrano et al., 2021). The trust an employee generates towards their organization can positively influence affective commitment. This is further confirmed by the study of Lin et al. (2021), who find that employees may have greater psychological attachment to their organization when they trust their organization to care considerably about the investment they have made in corporate social responsibility.

Moreover, a mediating analysis is being conducted in this research, in which intrinsic motivation, procedural justice, and employee trust are treated as the mediating variables. Intrinsic motivation has been found to positively mediate the relationship between corporate social responsibility and affective commitment in this research. The finding is consistent with prior research by Looor-Zambrano et al. (2021), which found an indirect effect of corporate social responsibility on affective commitment through intrinsic motivation. Employee trust also positively mediates the relationship between corporate social responsibility and affective commitment. Gaudencio et al. (2017) and Farooq et al. (2014) confirmed the finding as both studies found the same indirect effect of employee trust in the relationship between corporate social responsibility and affective commitment. Both intrinsic motivation and employee are categorized as full mediation or indirect-only mediation type.

Contrastingly, procedural justice is found to have no mediating effect on the relationship between corporate social responsibility and affective commitment towards the organization. Hence, hypothesis 8 is not supported. Interestingly, prior research has yielded mixed findings regarding the mediating role of procedural justice. Kim et al. (2021) found an indirect effect of corporate social programs on affective organizational commitment via procedural justice. Furthermore, Moon et al. (2014) also found organizational justice to be a significant mediator between employee perceptions of corporate social responsibility and affective organizational commitment. To summarize, employees' perceptions of corporate social responsibility have an indirect effect on affective organizational commitment through the mediating roles of intrinsic motivation and employee trust. Employees' perceptions of corporate social responsibility can be encompassed by three dimensions, as pursued in this research: the economic, legal, and ethical dimensions. Based on the study, the legal dimension was found to be the most significant in shaping employees' perceptions of the company's corporate social responsibility. Putting more effort into creating programs that encourage workforce diversity will have a greater impact on building employees' perceptions of CSR, rather than solely focusing on creating a comprehensive code of conduct for organizational members. Moreover, although both intrinsic motivation and employee trust were found to mediate the relationship, employee trust was more significant in fostering employees' affective commitment. Hence, companies that wish to enhance their employees' affective commitment can place greater emphasis on building employee trust. When employees trust the company and its decisions, they are more likely to develop emotional ties to their organization than to companies that offer only career development opportunities.

CONCLUSION

In forging emotional ties between employees and their organizations, companies can focus on maintaining employees' perceptions of the company's corporate social responsibility. Companies can create programs that encourage diversity in their workforces, thereby enhancing employees' perceptions of a company's corporate social responsibility. In addition, Companies can set professional standards for all members of the organization to follow. Corporate social responsibility is not solely about the community; a company's stakeholders include its employees and consumers. When companies invest substantial effort in enhancing employees' perceptions of their corporate social responsibility, intrinsic motivation, procedural justice, employee trust, and affective organizational commitment may be strengthened.

Both intrinsic motivation and employee trust have been found to have a direct effect on affective commitment. Hence, they also mediate the relationship between CSR and affective commitment, as both showed a positive path result. However, employee trust exhibits a more significant result than the other. All things considered, companies can prioritize building employee trust. Employees develop trust in their organization when they feel their opinions are taken into account by the company and when they trust management's decisions. Companies can arrange an open discussion or a regular town hall meeting to ensure employees' voices are heard by management. Nevertheless, intrinsic motivation also plays an important role in shaping employees' affective organizational commitment. Companies need to persevere with their employees' intrinsic motivation, rather than focusing solely on extrinsic motivation. Employees tend to develop a higher intrinsic motivation when they believe working in the

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organization helps them to improve their lives, and when they feel happy while working intensely. For instance, companies can create programs and training for employees to maintain their mental health.

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THE IMPACT OF CORPORATE SOCIAL RESPONSIBILITY (CSR) ON AFFECTIVE ORGANIZATIONAL COMMITMENT: THE MEDIATING EFFECTS OF INTRINSIC MOTIVATION, PROCEDURAL JUSTICE & TRUST

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