

Relationship of Corporate Social Responsibility (CSR) with Job Attitude and Behavior: employee's Perception. "A study of Public & Private Hospitals in Lahore Pakistan"

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ABSTRACT

Objective: The main objective of the study to find out the relationship between Corporate Social Responsibility (CSR) with Job attitude and behavior that how employee (paramedical & administration) of a hospital take care of their patients.

Study Design Cross sectional study

Place and Duration of Study: This study was carried out in the Global Institute (CFE Campus) Lahore from March 2014 to July 2014.

Materials and Methods: Sampling frame collected from employees and managers who are working in various hospitals of Lahore. Non-probability sampling techniques are used which does not involve random selection. Questionnaire was conducted in the form of closed ended question. Survey was conducted from June. During the survey, overall 204 questionnaires were distributed. Participant responded on the questionnaire on a scale of 1 to 5.

Results: The highest value is job behavior (0.763) factor which is 76.3% and it shows that the employee perception of CSR has greater influence by the job behavior factor as compared to the other variables. Mostly employee behavior with their organization is effective and their work with their colleague is done efficiently to guide and help the staff. The ratio of job attitude factor is 5.2% which shows that this factor also influences the employee perception of CSR less than the job behavior factor. Moreover the ratio of job attitude factor is 5.2% which means that job attitude toward organization is not positive. Adjusted R square 0.347 are the dependent variable. Overall whole dependent variable is significant. The R-square of the regression is 35.3% which shows the variation in dependent variable that is predicted by independent variables. The adjusted r-square is 34.7%.

Conclusion: This study found that employees CSR perception has effects on employees work outcomes. Employees play an important role in their organizations and their perception of CSR will influence their subsequent work outcomes. The CSR programs would benefit both corporations and their employees. Organizations would also benefit from effectively interacting with their employees on CSR issues.

Key Words: Corporate Social Responsibility (CSR), Job attitude, Job behavior, Healthcare

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INTRODUCTION

Many theories are available on the "relationship of corporate social responsibility with job attitude and behaviors: Employee perception" But variable and techniques are different from these theories¹. Different organizations derived the different meanings of the corporate social responsibility, but common strategies

are adopted in the CSR program². Conscience, corporate citizenship, social performance, or sustainable responsible business/ Responsible Business are the alternative names of Corporate social responsibility (CSR)⁴. In "strategy Management Journal" (MC Wailliams and Siegael's 2000), the relationship between financial performance with CSR is shown. They also discussed that the CSR is required by the law it's beyond the interest of the firm. At some point it also shows that CSR is just following the law⁴. The World Business Council for Sustainable Development (WBCSD) is published by Mallen Baker (2004) "Corporate Social Responsibility is the business

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activity contribute 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 large⁵. The meaning of CSR in two ways one its shows the ethical behavior that the hospital employees know about their social responsibility and secondly it shows to the environment and the society in which it operates⁶. CSR principles and practices are always promoted by the CSR Association of Pakistan because it makes hospital more innovative and helps patients to feel at home. CSR also helps in the development of the hospital, it increase efficiency gains, improve reputation, Other business venture will trust you, improve relationship with the communities^{7,8}.

MATERIALS AND METHODS

The concept of corporate social responsibility (CSR) has a long and varied history. Literature on corporate social responsibility (CSR) is to build a deep and broad understanding of CSR and relevant concepts⁸. In the 1960s, One of the most prominent writers to define CSR was Keith Davis, Who expressed the topic of CSR in his business and articles. Social responsibility is set forth in first time⁹. David (1960) defined CSR as a business decision which shows an organization's long-run objectives and socially responsible prospect rather than technical interests¹⁰. Most recently, much research work has exemplified the concern for relationship between individual perception of CSR and employee's reaction. Other scholars also consider CSR as one of the key goals for businesses. The corporation's responsibility to society is obviously addressed as an important component of business policies and activities (Rizwana Bashir 2012)¹¹.

Lee (2008) suggested that financial performance should never be confined from CSR in such a competitive global business climate. He implied the popularity of relevant concepts in future research work, such as corporate citizenship and employee management (Lee 2008)¹². Mc Williams and Siegel (2000) also believed that CSR could benefit financial performance and multiple stakeholders contemporaneously. They perceived CSR as a strategic resource rather than a threat to profitability.

Demirag (2005), Ellis (2012) discussed the reputation of an organization to show the positive relationship between the organization and corporate social responsibility. The framework and hypothesis are developed¹³. The model demonstrates how CSR affects employee job attitude through two mediators, namely, job satisfaction and organization commitment^{14,15} as depicted in Figure 1.

Employee perception of CSR is the starting point of the model. Different CSR dimensions may affect employees' different work attitudes and behaviors.

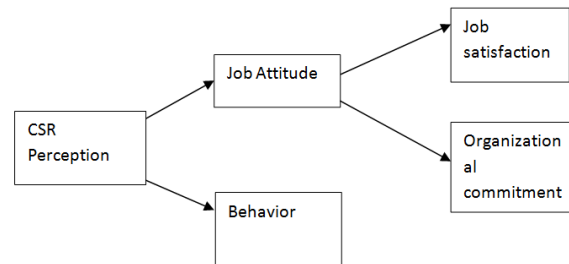


Figure No.1: Framework of the CSR-Behavior relationship

Hypothesis:

H1: Employees' perception of CSR has a significant influence on job attitude.

H2: Employees' perception of CSR has a significant influence on job behavior.

On the basis of research study, sampling frame was collected from employees and managers who are working in various hospitals of Lahore. Participant age should be 18 years or older and should be working for more than 6 months with the organization. Non-probability sampling techniques are used which does not involve *random* selection. Questionnaire was conducted in the form of closed ended questions. Survey was conducted from June. During the survey, overall 204 questionnaires were distributed. Participants responded to the questionnaire on scale of 1 to 5.

RESULTS

This study analyzes the results from the collected data. SPSS version 16.0 was used in the analysis. Result of descriptive statistics has been presented in the data analysis. The results of regression analyses are also present in data analysis section. The model of the research was proposed based on theories and observation of reality. 25 employees (12.3 %) of the hospital are working on a Managerial Level and 179 employees (87.7 %) are working on a non managerial post in different hospitals of Lahore.

Table 1 shows the cross-tabulation between Age with qualification and experience and also tells us the tabulation between qualifications with experience.

Table 2 shows the cross-tabulation between Age with Gender and Position. The position is further cross tabulated with Experience and Qualification. It shows the cross tabulation between Experience and Gender. The Cronbach's alpha for the three factors range near 0.706 suggesting that they are all reliable.

Table No.1: Descriptive Cross tabulation

Age * Qualification Cross-tabulation							
		Qualification					Total
		Intermediate	Bachelor	Master	MBBS	M.Phil	
Age	20-25yrs	13	19	40	43	2	117
	26-30yrs	2	9	21	15	8	55
	31-35yrs	0	7	5	0	1	13
	36-40yrs	0	10	0	0	3	13
	above 40 yrs	0	3	1	0	2	6
Total		15	48	67	58	16	204
Age * Experience Cross-tabulation							
		Experience					Total
		Less than 1 yr	1-2yrs	2-5 yrs	5-10yrs	More than 10 yrs	
Age	20-25yrs	63	42	10	2	0	117
	26-30yrs	9	25	12	9	0	55
	31-35yrs	0	0	7	5	1	13
	36-40yrs	0	0	4	0	0	13
	above 40 yrs	0	0	2	0	4	6
Total		72	67	35	25	5	204
Qualification * Experience Crosstabulation							
		Experience					Total
		Less than 1 yr	1-2yrs	2-5 yrs	5-10yrs	More than 10 yrs	
Qualification	Intermediate	0	13	2	0	0	15
	Bachelor	10	8	18	9	3	48
	Master	18	24	12	11	2	67
	Mbbs	44	1	0	0	0	58
	Mphil	0	8	3	5	0	16
Total		72	67	35	25	5	204

Correlation Analysis: Correlation estimates with two asterisks are significant at $p < 0.01$, with an asterisk are significant at $p < 0.05$ (2-tailed). Participants responded to a likert scale of 1 to 5, indicating they agreed or disagreed with the statements regarding their perceptions about CSR, feeling about job or organization, and behavior at work. Based on previous studies, these variables may affect work attitudes and behavior^{16, 17}. The result shows that correlation is significant at the 0.01 level (2-tailed). The correlation values near the 1, indicates higher or perfect positive correlation between the variables. With respect of 1st hypothesis, result indicates that Employees' perception of CSR has a significant influence on job attitude. With respect to the 2nd hypothesis, result indicates that Employees' perception of CSR has a significant influence on job behavior¹⁸. Table has been shown, H1 and H2 hypothesis are acceptable and strongly correlated and Ho hypothesis is rejected.

Regression analysis: Regression analysis was used to explore, describe and test the relationship between dependent variable and one or more independent variable. Therefore, we could test whether employees' perceptions of corporate social responsibility have

significant influence on job attitude and job behavior and other relationships between variables. Mathematical equation is developed to predict the dependant variable which is as follow:

$$Y = a + b_1X_1 + b_2X_2$$

Where

X1= Job Attitude

X2= Job Behavior

Where Y indicates the dependent variable, which is employee perception of CSR. X1, X2 are the independent variables which is job attitude and behavior, and b1, b2 are the coefficients or multipliers that describe the size of the effect the independent variables have on the dependent variable Y, and a is the value Y is predicted to have when all the independent variables are equal to zero.

$$CSR = .632 + .052J.A + .763J.B$$

As in the above equation, the highest value is job behavior (0.763) factor which is 76.3% and it shows that employee perception of CSR has greater influence by the job behavior factor as compared to other variables. Mostly employee behavior with their organization is effective and their work with their colleague is done efficiently and to guide and help the staff.

Table No.2 Descriptive Cross tabulation

Age*gender cross tabulation				
		Gender		Total
		Male	Female	
Age	20-25yrs	45	72	117
	26-30yrs	38	17	55
	31-35yrs	4	9	13
	36-40yrs	2	11	13
	above 40 yrs	3	3	6
Total		92	112	204
Age * Position Cross-tabulation				
		Position		Total
		Manager	Non-Manager	
Age	20-25yrs	8	109	117
	26-30yrs	7	48	55
	31-35yrs	4	9	13
	36-40yrs	0	13	13
	above 40 yrs	6	0	6
Total		25	179	204
Qualification * Position Cross tabulation				
		Position		Total
		Manager	Non-Manager	
Qualification	Intermediate	9	6	15
	Bachelor	5	43	48
	Master	15	52	67
	Mbbs	2	56	58
	Mphil	3	13	16
Total		34	170	204
Experience * Position Cross tabulation				
		Position		Total
		Manager	Non-Manager	
Experience	Less than 1 yr	3	69	72
	1-2yrs	6	59	67
	2-5 yrs	6	29	35
	5-10yrs	3	22	25
	More than 10 yrs	5	0	5
Total		25	179	204
Experience * Gender Cross tabulation				
		Gender		Total
		Male	Female	
Experience	Less than 1 yr	22	50	72
	1-2yrs	39	28	67
	2-5 yrs	16	19	35
	5-10yrs	13	12	25
	More than 10 yrs	2	3	5
Total		92	112	204

The ratio of job attitude factor is 5.2% which shows that this factor also influences the employee perception of CSR less than the job behavior factor. Moreover the ratio of job attitude factor is 5.2% which means that job attitude toward organization is not positive.

Adjusted R square 0.347 are the dependent variable. Overall whole dependent variable is significant. The R-square of the regression is 35.3% which shows the variation in dependent variable that is predicted by independent variables. The adjusted r-square is 34.7%.

Table No.3: correlation Analysis

Correlations				
		Perception of CSR	Job Attitude	Job behavior
Perception of CSR	Pearson Correlation	1	.313**	.593**
	Sig. (2-tailed)		.000	.000
	N	204	204	204
Job Attitude	Pearson Correlation	.313**	1	.473**
	Sig. (2-tailed)	.000		.000
	N	204	204	204
Job behavior	Pearson Correlation	.593**	.473**	1
	Sig. (2-tailed)	.000	.000	
	N	204	204	204

** Correlation is significant at the 0.01 level (2-tailed).

DISCUSSION

This study commenced to assess the relationship between employees' perceptions of corporate social responsibility and continuous improvement orientation and their effects upon employee attitudes and intended behaviors toward the organization. Job attitude and employees perception both are very important for CSR. But CSR mostly influence job attitude.

This study took CSR perception and work attitude into consideration. Therefore some other mediator was not included in this study. However this study is an important step towards linking individuals CSR perception with work attitude and social actions in healthcare of Pakistan^{19,20}.

CONCLUSION

The role of CSR in employees work outcomes has received growing attention. This study explored the effect of employee's perceived CSR on job attitude (job satisfaction and organizational commitment) and behaviors. This study also looked at attitudinal constructs that exist between relationships of perceived CSR and employee behaviors. That is, relationships between employee perception of CSR and employee job attitude would be mediated by job behaviors.

Table No.4: Regression Analysis

Model Summary						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
1	.594 ^a	0.353	0.347	0.45087		
a. Predictors: (Constant), Job behavior, Job Attitude						
ANOVA ^b						
Model	Sum of Squares	Df	Mean Square	F	Sig.	
1	Regression	22.322	2	11.16	54.905	.000 ^a
	Residual	40.859	201	0.203		
	Total	63.181	203			
a. Predictors: (Constant), Job behavior, Job Attitude						
b. Dependent Variable: Perception of CSR						
Coefficients ^a						
Model	Unstandardized Coefficients		Standardized Coefficients		T	Sig.
	B	Std. Error	Beta			
(Constant)	0.63	0.308			2.05	0.041
Job Attitude	0.05	0.08	0.042		0.65	0.516
Job behavior	0.76	0.086	0.573		8.91	0

This study found that employee's CSR perception has effects on employees work outcomes. Employees play an important role in their organizations and their perception of CSR will influence their subsequent work outcomes. The CSR programs would benefit both corporations and their employees. Organizations would also benefit from effectively interacting with their employees on CSR issues.

This study only focused on Lahore in the context of Pakistan. In order to generalize the result of the study to Lahore further research could extend the research background by collecting data from more areas of Pakistan. Gathering a larger and richer source of data will enhance the generality of results.

Conflict of Interest: This study has no conflict of interest to declare by any author.

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