



## **THE EFFECT OF EMPLOYEES 'PERCEPTIONS OF CSR ON JOB SATISFACTION: A MEDIATION ANALYSIS WITH SEM**

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### **Abstract**

*Nowadays studying the impact of corporate social responsibility on employee has become a topic of great interest in the field of research. In the same perspective this study focused in assessing the effect of employees' perceptions of CSR on their Job satisfaction, while Organizational Identification was treated as the mediator in this relationship. Results from a study of 494 employees of the Mining firms of DRC illustrated that there is a significant positive relationship between the employee's perceptions (PCSR) and their Job satisfaction (JSAT), meanwhile The relationship between the employee perception (PCSR) and Organizational Identification (OID) was also significant, Furthermore the Organizational Identification (OID) partially mediates the relationship between employees perception and Job satisfaction. The direct and indirect effects were calculated through estimating Structural Equation Modelling for mediation Analysis using Lisrel and also the use of SPSS process Macro for mediation Analysis.*

*Keywords: Corporate social responsibility, Job satisfaction, Organizational Identification, Mining sector*

## INTRODUCTION

In nowadays the awareness of CSR is raised globally with attention to every practice related to social responsibility, whereof there is a remarkable need for firms to act beyond promoting the economic growth to also engage in social activities and environmental conservation, the adoption of a socially responsible business behavior is a way for companies to become active agents of sustainable development. In fact, the concepts of sustainable development and corporate social responsibility (CSR) are closely linked in the sense that “CSR can be understood as the business contribution to sustainable development.

Even though there is no universal meaning of the term CSR , most authors have defined CSR as a theory whereby entities integrate social and environmental issues in their day to day business operations and in their interaction with their stakeholders on a voluntary basis. However according to various definitions of corporate social responsibility also known as CSR, it makes clear that business is more than about profit , the value of firm goes beyond its economic aspect, although business are supposed to make huge profit but beyond that they are also called to promote sustainable development as well as environmental protection. Therefore, businesses have responsibilities to all its stakeholders such as employees, managers, owners, government, NGOs, Society and local community.

In this context the study focuses at the perceptions of the employees, few are those organizations that act socially responsible towards their employees, in fact, in most cases workers receive the least attention. This seems ironic as the employees make up the life blood of the organization. They are the ones who directly witness, perceive and evaluate the CSR activities carried out by their organizations. The word “Employee” can be defined as any individual whose work directly affects and relates to the core economic functions of the firm moreover (Rupp, Ganapathi, Aguilera and Williams (2006)) defined employees as non-management workforce as this group of individuals are less likely to have fully internalized the corporate culture and be defensive of it (compared to the top management), and more likely to evaluate and react to the organizations acts of CSR.

Companies across the globe have been pressured by multiple institutions to adopt more socially responsible management behaviors, such as consumers who started to avoid what they see as socially irresponsibly made products or services; investors who started to prefer socially responsible investments; prospective employees who started to reveal a preference for socially responsible employers, and so on .

As In Congo for instance the principle of Social Responsibility is also an old legal principle which also imposes obligations and responsibilities on firms towards the society. Since the mining sector plays an important role in economic development of the DRC, the mining

companies have a huge responsibility towards the Congolese population. For instance the nature of this sector encourage to dig more in CSR issues, the mining sector is one of those the sectors that struggles a lot with the issues related to CSR.

Since the mining sector plays an important role in economic development of the DRC, the mining companies have a huge responsibility towards the Congolese population and labor well-being.

However as it is important to understand the effect of CSR on employee, the study looked at the perceptions of the employees and their Job satisfaction. Does the employees' perception of CSR have a significant impact on Job satisfaction? This question is the center of the research. However this study aims to investigate the relationship between Perceived CSR and Job satisfaction while taking consideration of mediation mechanism through organizational identification as Identification is based on the following principle: individuals' attitudes can be influenced by establishing and maintaining relationships with reference social groups (Kelman 1958). In fact this work aims to fill the gap in regards with the lack of the sufficient studies in DRC mining Sector and Corporate Social responsibility, further this research will help firms in mining sector to improve their social HR policies in order to overcome its challenges, the goal is to be corporate responsible towards its employee, by satisfying the social needs, and positively impacting their organizational attitudes in order the increase the performance of the employees, further this study also might be helpful for any other policy maker in order to increase and promote sustainability in the labor market and the wellbeing of workers.

## LITERATURE REVIEW

Basically, the definition of CSR can be classified into two general schools of thought. Firstly, there are those who claim that the obligation of an organization is to maximize profits by abiding by the corporate rules that prevails, with minimum ethical constraints (Friedman 1970, Levitt 1958) and secondly, those who place greater emphasis on the organization's obligations towards the society. (Bowen 1953, Andrews 1973, Davis and Blomstrom 1975, Epstein 1987, mc Guire 1963). Whereas there is a contrast of views, with the second school of thoughts believes that companies exist to serve the society as well as those actors that have direct link with the organization, Thus, with this view, CSR can be defined as "the obligation of the firm to use its resources in ways to benefit the society, through committed participation as a member of the society, taking into account the society at a large and improving the welfare of the society at large, independent of the direct gains of the company." (Kok et al, 2001, pg 288). This view is consistent with the fact that businesses must consider the social costs of their activities together with the aim of increasing profits (Shaw and Berry, 1992, p. 213). In other words, organizations

should be accountable for their actions, to the society in which they operate. As per (Freeman, Harrison et al. 2007) there is no need to think in terms of social responsibility without stakeholders, whereby they redefined CSR as corporate stakeholder responsibilities this is to emphasize that business is all about stakeholders. In line with this observation, Carroll (1999) identified four main components of CSR namely, economic, legal, ethical and discretionary or philanthropic. The economic component of CSR refers to the organization's main objective to maximize profitability and growth, the legal component is to abide by the defined corporate rules, the ethical component is the duty of respecting others rights and meeting their responsibilities towards the society and lastly, discretionary component meaning their engagement in benevolent activities. Hence, this gave rise to the Carroll's CSR pyramid. What Carroll contributed to the literature was the extension of clear and specific responsibilities beyond what is required by the law. In his later work, he depicted his 4 social responsibilities in the form of a pyramid, with economic responsibility as the foundation, followed by legal responsibility, ethical responsibility and finally philanthropic responsibility at the top (Carroll, 1991). His CSR framework is one of the most widely accepted in the field and repeatedly cited by other researchers.

Meanwhile previous works studied CSR and employee whereby several researchers from marketing and organizational behavior background have paid attention to understand the relationship between corporate social responsibility and employee behavior at work whereby (Rupp, Shao et al. 2018) proposed a study on the relationship between corporate social responsibility and employee engagement and in their finding employees could derive engagement from CSR, evidence from multiple regions confirmatory factor analyses (CFA) was conducted furthermore in this study the authors considered hierarchical moderated regression in order to determine the moderation effects. (El Akremi, Gond et al. 2018) have also researched on the Employees Perception of Corporate Responsibility, and their results illustrated that corporate stakeholder responsibility was positively and directly related to organizational pride, as well as positively and indirectly related to organizational identification and Job satisfaction. Their Results were obtained after an exploratory factor analyses, first- and second-order confirmatory factor analyses, and structural equation modeling which provided strong evidence of the convergent, discriminant, incremental, and criterion-related validities of the proposed CStR scale. Furthermore Two-wave longitudinal studies extended prior theory by demonstrating that the higher-order CStR construct relates positively and directly to organizational pride and perceived organizational support, as well as positively and indirectly to organizational identification, job satisfaction, and affective commitment, beyond the contribution of overall organizational justice, ethical climate, and prior measures of perceived CSR.

Moreover some other scholars have proposed that organizations' corporate social responsibility (CSR) efforts are often positively associated with employees' organizational citizenship behaviors (OCB) and have invoked identity-based mechanisms to explain this relationship however (Ong, Mayer et al. 2018) evaluated the relationship between corporate social responsibility and organizational citizenship behavior their study was conducted on a sample of 455 employees, and found that CSR was more positively associated with Organizational citizenship CB among employees.

(El Akremi, Gond et al. 2018) have researched on the Employees Perception of Corporate Responsibility, whereby the authors developed and validated a new measure of corporate stakeholder responsibility (CStR), that referred to an organization's context-specific actions and policies designed to enhance the welfare of various stakeholder groups by accounting for the triple bottom line of economic, social, and environmental performance, however their results illustrated that corporate stakeholder responsibility was positively and directly related to organizational pride, as well as positively and indirectly related to organizational identification and Job satisfaction. (Archimi, Reynaud et al. 2018) investigated the relationship between the perceived corporate social responsibility (CSR) and the employee cynicism, meanwhile trust was considered to have a mediating role in this relationship. In regard to their study the dimension of Carroll's CSR known as economic, legal, ethical, and discretionary dimension were indirectly related with employee cynicism through the mediation of organizational trust. Employees are so much interested whether the organizations are being led properly by their leaders, the fact of engaging a firm into CSR activities will not be enough to secure the good image of company before their employees, without trust CSR will not have a positive impact, one good reason to consider trust as a mediating variable in the relationship between perceived CSR and employee cynicism. Numerous studies of CSR are generally conducted on the impacts of CSR on external stakeholders few are those that look at the internal dimension of the firms. However it's necessary to understand the perceptions of employees towards CSR activities, therefore to discuss the impacts of CSR on employees, it's important to determine how employees perceive the activities related to Corporate Social Responsibility that the organization has initiated (Shin, Hur et al. 2016).

(Youn, Lee et al. 2018) looked at the CSR issues in the casino context from employee's perspectives ,in their study they first investigated the main effect of employees 'perceived CSR on Organizational Commitment, mediated by Job satisfaction, however the study revealed the relation between employees' perceived CSR and commitment ,whereby it showed a mediating effect of Job satisfaction and further in their study first to test the perceived CSR on

Organizational Commitment to investigate the relationship using a regression analysis and a bootstrapped mediator model.

## **HYPOTHESES DEVELOPMENT**

### **Corporate Social responsibility and Job satisfaction**

Recently some researches have been studying the relationship between corporate social responsibility and the organizational behavior of employees, such as Job satisfaction, such as (Asrar-ul-Haq, Kuchinke et al. 2017) in their study they regarded on the relationship between corporate social responsibility and job satisfaction, whereby the relationship was significant ,furthermore with employee commitment ,the other side (Shin, Hur et al. 2016) in their studies examined the relationships between perceived CSR, organizational identification, job satisfaction, and job performance and found that perceived CSR was indirectly and positively associated with job performance sequentially mediated first through organizational identification and then job satisfaction.

Meanwhile Employee satisfaction sounds as an interesting concept as it deals with life satisfaction, whereas the job satisfaction influence employee's attitude about the company, as the mental and physical health of workers are involved. Formerly the satisfaction at work place was defined as a pleasurable or a positive emotional state resulting from the appraisal of one's job or job experiences (Locke 1976 ).

Back in the days already researchers demonstrated the relationship between job satisfaction and ethical organization, i.e., employees are more satisfied when their organization is doing the right thing, which means ethic is included in all the activities of the firm. Meanwhile CSR as is looking at the interest of stakeholders by addressing social issues however it's a natural possibility to become organizational ethic, (Valentine and Fleischman 2008) ,therefore employees satisfaction is somehow impacted by their perception of CSR in internal or external perspective (De Roeck, El Akremi et al. 2013).

CSR initiatives meet the personal needs of employees (work-life balance, training, self-esteem, etc.) and thus influence satisfaction and other attitudes at work. According to researches, CSR practices especially implemented at outside of the company influence the employees positively (Brammer, Millington et al. 2007). The practices of CSR meet certain needs of employees and it has got the influence on their satisfaction as well as on other attitude towards the job (Bhattacharya et al., 2009).

*H1: The employees' perception of CSR has a significant impact on Job satisfaction.*

## CSR and Organizational Identification

The Organizational identification as a concept emerged from the theory of Social identity that was introduced by (Tajfel 1978). According to (Mael and Ashforth 1992) it's defined as the perception of attachment that a person has and that of belonging to a given organization, a state where employees define themselves with their organization. The other hand (Karanika-Murray, Duncan et al. 2015) argued that Organizational identification refers to a person's sense of belonging within the organization in which they work ,In the study they conducted it was found that there is a positive effect of organization identification on Job satisfaction. Consequently the theory of social identity illustrates that people partially derive their personal concepts from social identities related with various social groups in which they belong (Hogg and Abrams 1988 ). The Social Identity Theory (TIS) explains that people derive their personal concepts in part from the social identities associated with various social groups and their names . Identification is based on the following principle: individuals' attitudes can be influenced by establishing and maintaining relationships with reference social groups (Kelman 1958).

Employee perceptions of the social role and image of their organization encourage them to see their employers as an institution that shares their own visions of society and values (Rodrigo and Arenas 2008).

*H2: The employees' perception of CSR has a significant impact on Organizational identification.*

## Mediating Role of Organizational Identification

The study by Rodrigo & Arenas, 2008, showed that CSR initiatives can be used at the organization as for (Jones 2010 ), a reference to self-improvement of employees for the relationship between CSR and the organization of employees was mediated by the pride of the employees. It is important to note that organizational identification is a key mechanism for fostering employee attitudes such as Job satisfaction. Fu et al. (2014) conducted a study and asserted that, employees' perceptions of CSR not only enhance the organizational attraction for workers, but can also enhance employees' Organizational Identification.

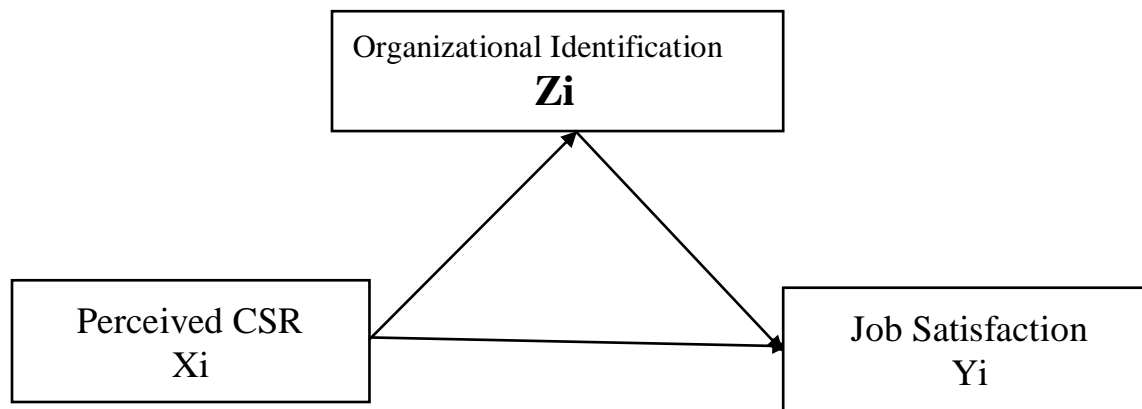
*H 3: The relationship between employees' perception of CSR and their job Satisfaction will be mediated by organizational Identification.*

Therefore in attempting to comprehensively establish how employees' perceptions of CSR are related to their job satisfaction by considering a mediation effect of Organizational identification.



We propose a theoretical model Figure 1 highlighting the relationships between the employees' perceived CSR and Job satisfaction mediated by Organizational identification.

Figure 1. Conceptual Framework



## METHODOLOGY

### Sampling and data Collection

To conduct this study a questionnaire was used as the method for data collection. We emailed the questionnaire to the organizations and in each of the organizations through a contact person who was in charge to spread it among employees. However the data were collected in different mining firms of the Democratic Republic of the Congo, in regard to this the sample considered in for this study consisted of 494 employees of the mining sectors however 50.8 % of employees who responded are male and 49.2 are female though we wished as much as we could to also get significance number of women participating in this study and the average age of these respondents is between 40 to 59 years old, whereas the employee tenure is between five to ten years. 19 % of the employee who responded are non-degree, 55.5 % had a Bachelor degree, and 25.5 had a Post graduate degree. Finally, data for this study were drawn from surveys that included the measures for perceived CSR, Organizational Identification, job satisfaction, union commitment, and other demographic questions.

### Measures

The instrument that was used in this study to gather the data, was a questionnaire that had three various questions measuring the highlighted variables of the study measured on 5-point Likert-type scale of strongly disagree to strongly agree, and furthermore demographics questions were considered at the beginning of the questionnaire in order to get the profile of the respondents such as gender, age, tenure and education level.



### **Perceived CSR**

To measure the perceived CSR 5 items were used taken from the study of (Glavas and Kelley 2014), that allow employees to give that perceptions about the social and environmental responsibilities of the organization in which they belong to, therefore the perceived CSR is framed into one 5-item composite scale). The internal consistency was tested by Coefficient alpha which was 0.90.

### **Organizational Identification**

For measuring the organizational identity we drew items from group identity scale developed by (Heere and James 2007) and adapted it in this study ,which is relevant as their context was about the team identity , however five items were selected and adopted to this study in order to measure the organizational identity The internal consistency was tested by Coefficient alpha which was 0.86.

### **Job Satisfaction**

In order to measure the Job satisfaction five items also adapted in some previous studies such as Michigan Organizational Assessment Questionnaire job satisfaction subscale furthermore (Glavas and Kelley 2014) used almost the same items measure scale of job satisfaction. The internal consistency was tested by Coefficient alpha which was 0.82.

Table 1 Factors loadings and Reliability Cronbach's Alpha

<b>Constructs</b>	<b>Items</b>	<b>Loadings</b>	<b>Reliability</b>
PERCEIVED CSR (PCSR)	PCSR1	0.96	0.9
	PCSR2	0.93	
	PCSR3	0.91	
	PCSR4	0.74	
	PCSR5	0.72	
ORGANIZATIONAL IDENTIFICATION(OID)	OID1	0.91	0.86
	OID2	0.87	
	OID3	0.8	
	OID4	0.78	
	OID5	0.71	
JOB SATISFACTION (JSAT)	JSAT1	0.85	0.82
	JSAT2	0.83	
	JSAT3	0.8	
	JSAT4	0.79	
	JSAT5	0.72	

In mediation, we consider an intermediate variable, called the mediator that helps to explain how or why an independent variable influences an outcome. SEM allows for ease of interpretation and estimation. SEM simplifies testing of mediation hypotheses because it is designed, in part, to test these more complicated mediation models in a single analysis (GUNZLER, CHEN et al. 2013)

## RESULTS

The measurement scales were subjected to a commonly used validation process to assess their reliability, validity. The reliability of the constructs was evaluated using Cronbach's alpha coefficients (see Table 2), which were shown to range from 0.82 to 0.90, which was considered satisfactory

According to the Table 2, all of the values are greater than 0.5, which means that all the items are converged on for their respective factors and convergent validity is ensured. If the value for Cronbach alpha coefficient is greater than 0.60 then it lies within the acceptable range (Nunnally and Bernstein 1994). Further, model fit indices were estimated as followed: Comparative Fit Index (CFI) = 0.095, **Chi-square**-5812.40, df=87 p<0.1 .RMSEA=0.365.

Table 2. Means, Standard deviation, correlations

Constructs	Mean	Std. Deviation	PCSR	OID	JSAT
PCSR	3.6834	.87304	1		
OID	3.8611	.59985	0.647	1	
JSAT	4.0146	.50949	0.801	0.864	1

## Hypotheses Testing

We expected the perceived corporate social responsibility (PCSR) to be positively related to job satisfaction. In addition, we expected that the relationship between PCSR with job satisfaction is partially mediated by Organizational identification. However in the analysis that we carried out started first of all by regressing Job Satisfaction on Perceived CSR as indicated in model (1).

$$Y_i = \alpha + \beta_1 X_i + \epsilon y_i \quad (1)$$

The reduced regression without the mediator:

$$Y_i = \text{Job Satisfaction}, X_i = \text{Perceived CSR}, \epsilon y_i = \text{random error}$$

The model (1) presented good fit with  $R^2 = 64\%$   $p < 0.05$  whereof the results shows a significant relationship between the PCSR and JSAT ( $\beta_1 = 0.46$  t value = 29.65). However we have accepted  $H_1$  that stated that there is a relationship between (PCSR) Perceived CSR and (JSAT) Job satisfaction.

And as this coefficient  $\beta_1$  is positive, means that Perceived CSR has a positive effect on Job satisfaction, therefore in this relationship we can expect a potential the mediation.

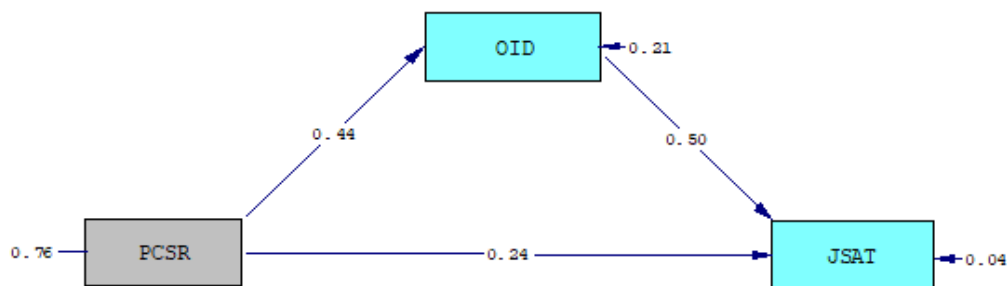
Whereas in the Model (2) below permits to test the hypothesis  $H_2$ , whereby the model fit shows  $R^2 = 0.42$   $p < 0.05$ , the result indicated that perceived CSR has a significant positive effect on organizational identification.  $\beta_{xz} = 0.44$   $t$  value = 18.82,  $R$ -Square = 0.42) this holds that

$$Z_i = \alpha + \beta_{xz}X_i + \varepsilon_{zi}(2)$$

In order to go further with the mediation analysis, we tested  $H_3$  with the simple mediation model suggested by Hayes (2018) using Bootstrapping procedure ( $N = 5000$ ) in SPSS Process MACRO and furthermore we used Lisrel for estimating the SEM which clearly gave us similar results

$H_3$  stated that employees' organizational identification would mediate the relationship between perceived CSR and their job satisfaction.

Figure 2. Mediation path diagram



The direct effect is the pathway from the exogenous variable (PCSR) to the outcome (JSAT) while controlling for the mediator (OID). According to this study path diagram  $\beta_{xy}$  is the direct effect. The indirect effect describes the pathway from the exogenous variable (PCSR) to the outcome (JSAT) through the mediator (OID). This path is represented through the product of  $\beta_{xz}$  and  $\beta_{zy}$ . Finally, the total effect is the sum of the direct and indirect effects of the exogenous variable on the outcome,  $\beta_{xy} + \beta_{xz}\beta_{zy}$ .

$$Y_i = \alpha + \beta_{zy}Z_i + \beta_{xy}X_i + \varepsilon_{yi}(3)$$

While controlling OID the model indicated that PCSR has a significant effect on JSAT ( $\beta_{xy} = 0.24$   $t = 20$ ) and this model fit well as  $R^2 = 0.84$   $p < 0.05$ , thus this regression included Organizational Identification (OID), and according to the results OID is statically significant ( $\beta_{xz} = 0.50$ ,  $t = 25.6$ ), whereas in the regression equation (1) without the mediator, the estimate of the causal path from PCSR to JSAT was almost twice significant ( $\beta_{xy} = 0.46$ ,  $p < 0.001$ ) therefore the mediation consumed the other effect. However the path diagram of Figure 2 of the mediation model includes the indirect and direct effects. The indirect effect was calculated and it's statistically

significant, whereby the Indirect effect is calculated by finding the product of  $(.44) (.50) = .22$ . while the estimate of the direct effect  $\beta$  from PCSR to JSAT has slightly reduced in term of significance. Therefore, Organizational Identification partially mediates the relationship between perceived CSR and Job satisfaction.

## DISCUSSIONS AND CONCLUSION

This piece of work has its two dimensions implications, managerial as well as theoretical however this study urged the human resource managers, to enhance the firms' social responsibility, in order to build and improve organizational identification and convince employees to adhere and integrate the company's values and missions. Although the nature of the industry considered in this study indeed our research indicates that CSR can strengthen employee identification because societal engagement emphasizes the values and core of the organization (Becker-Olsen et al., 2006, Bhattacharya et al., 2009). Therefore in DRC mining sector the HR managers should aim to promote the CSR strategies in order to strengthen the relationship between employees and the organizations. Firms should seek to develop the CSR initiatives that would increase Organization Identification by developing CSR initiatives that increase organizational identification.

According to (De Roeck et al., 2013) the initiatives that demonstrate the benevolence, integrity and competence of the organization, activities that have a significant effect in reassuring employees about the deep-seated characteristics of the organization (From Roeck et al., 2013), namely; its values, culture and mode of operation. This study has once again confirmed that organizational identification is important for understanding and predicting the underlying mechanisms of employee responses to CSR. In this respect, the industry studied, despite its very particular context because it is present in a place where CSR is still in its infancy, shows that CSR initiatives directed directly towards internal stakeholders make it possible to strengthen organizational identification and therefore the positive relationship between employees and their organization.

The above results of this study on the relationship between CSR and Job satisfaction, has confirmed the results of some existing studies such as valentine et al (2008) ,that demonstrated a positive impact of external and internal CSR had on Job satisfaction, For instance the internal aspect of CSR involves the psychological needs of employees such as balancing private life and work ,career development ,and growth ,which are the great factors of job satisfactions .In the case of the mining sector, particularity of an emerging economy that is DRC, employees have their perceptions towards the CSR initiatives ,and it's affecting their Organizational Identification, and the employees well-being results is linked Organizational

Identification. Furthermore the study clearly showed and empirically illustrated the mediation of Organizational identification in the relationship between CSR and Job satisfaction, therefore it allows to understand how CSR strengthens the relationship between employees and their Organizations (De Roeck et al., 2013)

## LIMITATIONS TO THE RESEARCH

The limitation to this study was mainly in the collection, the questionnaire was distributed by email, however in completing the questionnaire via the Google Form platform, some workers in certain remote places who were not able to do it on the internet, the contact person was in charge to spread it among employees ,as facilitators and helping such employee to understand the questions. Proceeding in this way, we obtained a sufficient number of respondents, which allowed us to conduct statistically significant analyzes. Despite all the above the limitation, our analyzes have been successfully completed in producing significant results. These, however, are not generalizable to other sectors than the mining sectors, because even if at the level of the specific sector as such, the results seem representative, it would be necessary, in order to generalize them to have a larger sample of answers including various sectors. and reduce the previously mentioned bias. However in regards to this we strongly encourage for further studies on the perceptions of employees in other different sectors.

## Authors Contributions

The main work was conducted under the supervisory of Li Fanglin (Professor); Grace Mulindwa Bahizire has reviewed the literature and performed the analysis of data, whereas, Raha Bahizire Benjamin contributed in reaching out and questionnaire Analysis.

## Funding Institution

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## Conflict of interest

Concerning the realization of this work I declare that there is no conflict of interest that was noted.

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