



## **The Influence of Perceived Corporate Social Responsibility on Employee Performance: The Mediating Role of Organizational Identity and Job Engagement**

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### **Abstract**

With the widespread concept of corporate social responsibility and the continuous emergence of various social responsibility problems, all sectors of society require enterprises to bear the corresponding social responsibility. At the same time, the employees in the enterprise will perceive the corporate social responsibility behavior in different ways. This paper takes the employees of enterprises as the research object, and also introduces the organization identification and work input as the intermediary variable to study the impact of corporate social responsibility on employee performance from the perspective of employees. Through exploratory factor analysis, reliability analysis, descriptive analysis, correlation analysis, and regression analysis, 500 valid questionnaires were collected through the literature review and questionnaires. Through empirical analysis, corporate social responsibility has a significant influence on organizational recognition and work input, and it plays an intermediary role between corporate social responsibility and employee performance, organizational recognition and employee performance. Therefore, enterprises should actively fulfill their social responsibilities to employees, enhance their participation in corporate social responsibility, enhance their pride and organizational identity, and strengthen their altruistic motivation and behavior.

**Keywords:** *Corporate Social Responsibility Perception, Organizational Commitment, Employee Performance*

### **1. Introduction**

In the era of global economy, human capital is one of the most important resources if companies want to achieve sustainable development, and it is also the key to ensuring the sound operation of enterprises. Social responsibility can be traced back to 1911, the famous American management scholar Taylor (2013) said in his book "Principles of management" that the awakening of public consciousness has begun to push enterprises to assume their own social responsibilities, especially limited liability companies. Society has begun to change, leading companies to compromise and respond at the level of management methods and corporate strategies. Clark (1916) then said that although social responsibility had spread among the crowd in 1916, the vast majority of people still did not think that the burden of social responsibility should be shouldered by companies in the market, and the government and the masses were placed in a higher position of responsibility. Sheldon (1924) embodied the concept of corporate social responsibility on the basis of his predecessors, pointing out that the so-called corporate social responsibility is actually a moral obligation of people inside the industry to assume responsibilities toward people outside the industry. Bowen (1953), the father of corporate social responsibility, also believes that this is an obligation of entrepreneurs to the public, and that enterprises should take the initiative when formulating their own internal articles of association or making business decisions. Researchers then looked at all class groups in society, arguing that a successful enterprise should not only consider the interests of the rich, but also the welfare of all groups from top to bottom of society, and even take the initiative to take corresponding maintenance measures, rather than just focusing on its own pursuit of short-term profit maximization (Davis & Blomstrom, 1975; Carroll, 1991), a famous American scholar, believes that corporate social responsibility is the economic, legal, ethical and charitable hope of society for enterprises in a certain period. Wang (2004) pointed out that the sense of organizational identity makes employees consistent with the organization in terms of behavior and concepts, so that employees have both a rational sense of responsibility and contract, and an irrational sense of belonging and dependence, so that they can do their best for the organization. Turker (2009) also argues that CSR research should focus on the individual level, such as members' actions and psychological thoughts about their own actions and psychological thoughts after feeling the positive behavior of the group. It was

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also noted that this mechanism of influence deserves further study. Existing research on CSR mainly focuses on the impact on organizational performance and consumer attitudes and behaviors, and there is still a lack of systematic research on the impact of CSR on employee attitudes and behaviors as important stakeholders of the organization or enterprise (Hui, 2016).

Researchers used the multi-layer linear model analysis method to empirically analyze the data obtained from the survey of 91 manufacturing industries, and the results showed that the social responsibility behavior of enterprises to employees and customers can not only enable employees to complete their own work efficiently, but also motivate employees to do non-role work that is conducive to the development of enterprises, that is, corporate social responsibility behavior can improve both task performance and relationship performance of employees (Li, Yang & Lei, 2012). Based on the fact that social responsibility cannot directly affect employees in the corresponding behavior process of enterprises in the process of operation, this paper reflects corporate social responsibility behavior from the perspective of employee perception.

## 2. Objectives

This paper takes employees of enterprises as the research object, and also introduces the mediating variables of organizational identity and work input. Information is organized by distributing questionnaires. Use exploratory factor analysis, reliability analysis, descriptive analysis, correlation analysis, and regression analysis. This paper proposes the following two research objectives:

- 1) Whether corporate social responsibility perceptions have an impact on employee performance
- 2) The mediating role of organizational identity and work engagement

## 3. Materials and Methods

### 3.1 Research methods and reliability

This study adopts the following two methods: 1) Literature research method: collect, sort out and study the relevant literature of the desired research content, and summarize and analyze the research results in the previous literature. The main research content is the relevant literature of corporate social responsibility, employee performance, organizational recognition, and work input, which were read and analyzed. 2) Questionnaire survey method. Generally, questionnaires can be developed independently or selected from mature scales developed by other scholars according to the purpose and content of the research. Taking advantage of the network, questionnaires were distributed to the subjects both online and offline.

As shown in Table 1. Corporate social responsibility is an organizational level variable. This study is based on the scales of Turke and Maignan, which mainly measures employees' knowledge of corporate social responsibility from three dimensions, including employees, consumers and environment. The evaluation was performed using the Likert 5 rating scale, with 0.888 for Cronbach's  $\alpha$  and 0.884 for KMO. Although organizational identity belongs to psychological variables, it will inevitably cause changes in employee behavior. Therefore, this study uses a structured scale to measure employee organizational identity from two aspects: autonomous behavior and emotional belonging. This study used the scale of organizational identity measurement designed by Kreiner and Ashforth, which included 6 items. The evaluation was performed using the Likert 5 rating scale, with 0.91 for Cronbach's  $\alpha$  and 0.954 for KMO. According to the current actual situation of Chinese enterprises and based on the work input scale compiled by Zhang Tiewen and others, the revised work was put into the Chinese version of the evaluation using Likert 5 scoring scale. Cronbach's  $\alpha$  is 0.897 and KMO is 0.902. On the one hand, employee work performance, select the task performance 7 factor scale developed by Williamms and Anderson. On the other hand, I selected the organizational citizen behavior scale compiled by Fan Lijing according to the characteristics of Chinese culture, and selected the items suitable for this study. If I can maintain a good cooperative relationship with my colleagues, I will enthusiastically and seriously deal with the assigned tasks, and I put forward suggestions for improving the operation and management of the company, which were evaluated using the Likert 5 rating scale, with 0.797 for Cronbach's  $\alpha$  and 0.919 for KMO. So the scale used has reliability and validity.

**Table1** Reliability and validity analysis

| variables                        | Cronbach's $\alpha$ | KMO   |
|----------------------------------|---------------------|-------|
| 1. Social Responsibility         | 0.888               | 0.884 |
| 2. Organizational Identification | 0.91                | 0.954 |
| 3. Job engagement                | 0.897               | 0.902 |
| 4. Employee Performance          | 0.797               | 0.919 |

Make descriptive statistics of the basic information of employees, among which the basic information of employees includes the personal information of the employee and the enterprise. The research objects are mainly employees aged 26 to 35, and the education level of the research subjects is generally relatively high, most of them are undergraduates, and most of the employees involved in the research are 2-9 years. In the position level, the majority of the research objects are the grass-roots employees, and the managers at all levels also include them.

### 3.2 Research hypothesis

Researchers used the analysis method of multilayer linear model of 91 manufacturing survey data from empirical analysis, the results show that the enterprise to employees and customers can not only make employees efficiently complete their work, also can stimulate employees to perform tasks that are conducive to the development of the enterprise, namely the corporate social responsibility behavior can improve employee task performance and improve the relationship performance (Li, Yang & Lei, 2012). Based on the above analysis, the following assumptions are proposed:

H1: Corporate social responsibility has a positive impact on employee performance.

Based on the perspective of the sense of belonging of the organization members, the social identity theory depicts the process and action path of the relationship between corporate social responsibility and employees' work performance from the perspective of the interaction between internal psychological motivation and external environmental factors. The organizational identity of employees often follows the interaction of employees in the process of self-improvement. Organizational identity explains the mechanism of corporate social responsibility actions on employees' psychology and behavior. In order to satisfy self-esteem, establish and improve self-social identity and external sense of honor, individuals tend to compare and distinguish themselves and others according to the social hierarchy and groups. Based on the above analysis, the following assumptions are proposed:

H2: Corporate social responsibility has a positive impact on organizational identity.

Later, Chao & Cheng (2012) found that the active performance of social responsibilities can significantly affect the investment level of employees. Then studied whether the perceived corporate social responsibility of employees would positively promote the innovative behavior of employees, they found that the higher the performance degree of corporate social responsibility, the higher the work investment level of employees (Huang et al., 2016). Based on the above analysis, the following assumptions are made:

H3: Corporate social responsibility has a positive impact on work input.

Duan (2015) studied the influence of the organizational identity of the new generation of employees on their work performance, and the results showed that the organizational identity of the new generation of employees plays an important role in the work performance of employees. This paper makes the following assumptions:

H4: Organizational recognition positively affects employee performance.

Work input and work performance have been attracting the attention of researchers since they were proposed. They are very mature in definition, model and measurement. In many studies, work input appears mostly as dependent variables or outcome variables. Propose the following assumptions:

H5: Work input positively affects employee performance.

Yang (2014) pointed out that organizational identity will significantly affect work input, and organizational identity plays a partial intermediary role between enterprise reputation and work input. Guo



(2016) studied the relationship between organizational socialization and work input, but also found that organizational identity plays a positive role in promoting work input. Propose the following assumptions:

H6: Organizational recognition positively affects work input.

Kahn (1990) believes that the higher the investment level of employees, the more they can stimulate their work motivation, willingness to contribute to the enterprise and dedication to work, and actively participate in organizational activities to promote the improvement of performance. If the employee organization identity level is high, they will show strong support for the organization, when they make decisions, to improve the interests as the ultimate goal, employee personal goals and organizational goals, enhance staff loyalty and sense of belonging, thus can more easily into the organization, stimulate employees work enthusiasm, enhance the staff work input level, promote the performance of employees. Propose the following assumptions:

H7: Organizational recognition plays an intermediary role between corporate social responsibility knowledge and employee performance.

H8: Organizational recognition plays an intermediary role between corporate social responsibility knowledge and work input.

H9: Work input plays an intermediary role between corporate social responsibility knowledge and employee performance.

H10: Work engagement plays an intermediary role between organizational recognition and employee performance.

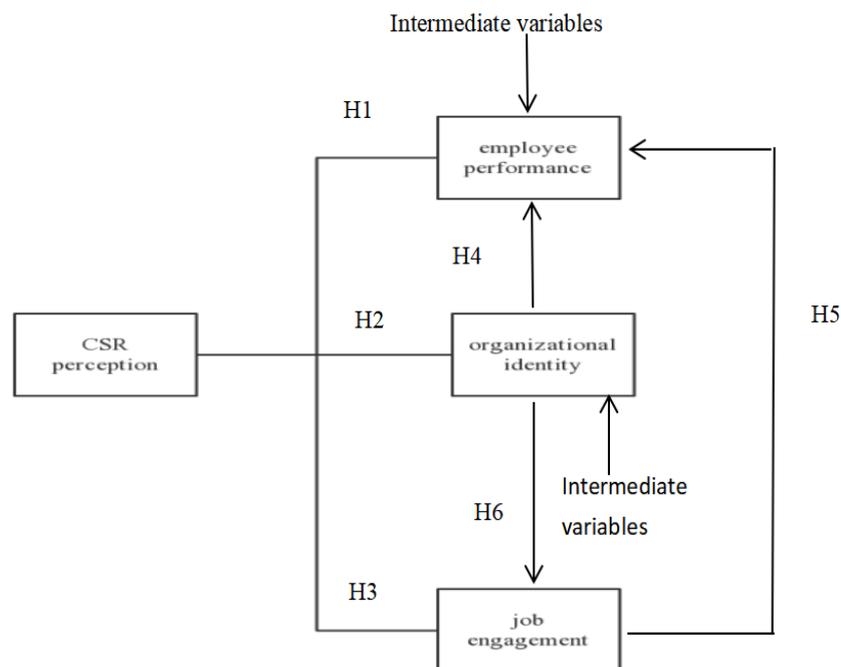


Figure 1 Research framework

#### 4. Results and Discussion

Before the regression analysis of each variable, the correlation between the variables needs to be tested, and only if there is a significant correlation between the variables. The Pearson correlation coefficient is used for this test. The results of the correlation analysis for each variable are shown in the Table2.

**Table 2** Correlation analysis

| variables                        | 1      | 2      | 3      | 4      | 5      | 6      | 7      | 8      | 9      | 10 |
|----------------------------------|--------|--------|--------|--------|--------|--------|--------|--------|--------|----|
| 1. CSR perception                | 1      |        |        |        |        |        |        |        |        |    |
| 2. Organizational Identification | .530** | .376** | .611** | .397** | 1      |        |        |        |        |    |
| 3. Job engagement                | .623** | .507** | .596** | .498** | .570** | 1      |        |        |        |    |
| 4. Employee Performance          | .425** | .402** | .261** | .401** | .222** | .477** | .380** | .445** | .378** | 1  |

From the data in the Table, there are significant correlation between the variables. Based on this analysis, the hypothetical model was validated using regression analysis.

**Table 3** Regression analysis

| variables      | dependent variable            | Return after joining the organization |        |     |       |       |     |
|----------------|-------------------------------|---------------------------------------|--------|-----|-------|-------|-----|
|                |                               | B                                     | T      | Sig | B     | T     | Sig |
| CSR perception | Employee performance          | 0.325                                 | 6.87   | 0   | 0.277 | 4.94  | 0   |
| CSR perception | organizational identification | 0.623                                 | 11.641 | 0   | 0.57  | 10.15 | 0   |

According to Table 3, the regression coefficient of CSR knowledge and employee performance is 0.325, Sig = 0.000, assuming H1 is supported. The regression coefficient of corporate social responsibility knowledge on organizational identity was 0.530 and Sig was 0.000, reaching the significance level, assuming that H2 was supported.

**Table 4** Regression analysis

| variables                     | dependent variable   | B     | T      | Sig | R <sup>2</sup> | F       |
|-------------------------------|----------------------|-------|--------|-----|----------------|---------|
| CSR perception                | job engagement       | 0.623 | 11.641 | 0   | 0.385          | 135.51  |
| Organizational identification | Employee performance | 0.334 | 5.664  | 0   | 0.045          | 11.084  |
| Job engagement                | Employee performance | 0.477 | 7.94   | 0   | 0.224          | 63.046  |
| Organizational identification | Job engagement       | 0.57  | 10.15  | 0   | 0.322          | 103.019 |

According to Table 4, the regression coefficient between corporate social responsibility and work input is 0.623, Sig = 0.000, assuming H3 is supported. The regression coefficient of organizational identity on employee performance was 0.334, Sig = 0.000, reaching the significance level, assuming that H4 was supported. The regression coefficient of organizational identity on employee performance was 0.477 and Sig was 0.000, reaching the significance level, assuming that H5 was supported. The regression coefficient of organizational identity on work input was 0.570 with Sig = 0.000, reaching the significance level, assuming that H6 was supported.

At this point, it is necessary to test the intermediary role of organizational recognition and work input.

**Table 5** Intermediary action analysis

| variables                     | dependent variable   | Return after joining the work input |       |     |       |       |     |
|-------------------------------|----------------------|-------------------------------------|-------|-----|-------|-------|-----|
|                               |                      | B                                   | T     | Sig | B     | T     | Sig |
| CSR perception                | Employee performance | 0.325                               | 6.87  | 0   | 0.225 | 3.963 | 0   |
| Organizational identification | Employee performance | 0.334                               | 5.664 | 0   | 0.222 | 3.329 | 0   |

It can be seen from Table 5 that when CSR perception and employee performance regressed, organizational identity was added as an independent variable, and their regression coefficient decreased from

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0.325 to 0.277, indicating that organizational identity played a partial mediating role between CSR perception and employee performance, assuming that H7 was partially supported.

When regression of organizational identity and employee performance, work engagement was added as an independent variable, and their regression coefficient was reduced from 0.334 to 0.222, indicating that work engagement played a partial mediating role between organizational identity and employee performance, assuming that H10 was partially supported.

**Table 6** Intermediary action analysis

| variables      | dependent variable | Return after joining the organization's identity |        |     |      |       |     |
|----------------|--------------------|--|--------|-----|------|-------|-----|
|                |                    | B  | T      | Sig | B    | T     | Sig |
| CSR perception | Job engagement     | 0.623  | 11.641 | 0   | 0.57 | 10.15 | 0   |

Table 6 shows that when CSR perception and work engagement regressed, the regression coefficient decreased from 0.623 to 0.570 when organizational identity was added as an independent variable, indicating that organizational identity played a partial mediating role between CSR perception and work engagement, assuming that H8 was partially supported.

**Table 7** Intermediary action analysis

| variables      | dependent variable   | B     | T    | Sig | B     | T     | Sig |
|----------------|----------------------|-------|------|-----|-------|-------|-----|
| CSR perception | Employee performance | 0.325 | 6.87 | 0   | 0.225 | 3.963 | 0   |

It can be seen from Table 7 that when CSR perception and employee performance regressed, the regression coefficient decreased from 0.325 to 0.225 when work input was added as an independent variable, indicating that work input played a partial mediating role between CSR perception and employee performance, assuming that H9 was partially supported.

## 5. Discussion

The improvement of employee performance depends on the performance of corporate social responsibility. The active performance of the responsibility towards employees, consumers, and the environment has a significant promotional effect on the improvement of employee performance, which is the same as the research conclusion of Deng (2011). This requires enterprises to take the initiative to assume these responsibilities and promote the task performance of employees and relationship performance.

Corporate performance of social responsibilities helps to improve the investment level of employees. Through the empirical analysis, each aspect of corporate social responsibility has a positive effect on promoting the work input. From the perspective of improving employees' work input, we can eliminate the concern that enterprises will damage their performance due to their social responsibilities, so that enterprises can eliminate their concerns and take the initiative to fulfill their social responsibilities.

The stronger the organizational identity of the employees is, the higher their work performance is. Organizational identity is positively correlated with task performance and relationship performance.

Higher levels of work engagement can significantly affect employee performance. High level of work input has a positive effect on promoting all dimensions of employee performance, which shows that when employees are constantly increasing their level of work input, they deeply recognize their work and are full of confidence in their work. I believe that their work performance can improve their performance through hard work.

The higher the organizational identity of employees, the more it helps to improve the work investment level of employees. The organization recognizes positive promotion of work input. If employees identify with their own organization, they will take the initiative to care about the development of the organization. In order to achieve the development goals of the organization, employees will consciously improve the level of work input.



The intermediary role of organizational recognition and work engagement. In the corresponding model, the intermediary variables play a partial mediating role. This paper verifies that the organization identity plays between corporate social responsibility and employee performance, corporate social responsibility and work input, and the work investment between corporate social responsibility and employee performance, organizational recognition, and employee performance. The stronger the organizational identity of employees, the stronger their work motivation. They will consciously improve their work input level and ultimately promote their performance improvement.

## 6. Conclusion

Some actions of companies related to social responsibility cannot directly affect employees, so this article combines the perspective of employee perception with corporate social responsibility behavior.

Through empirical testing, this study finds the relationship between CSR perception and employee work performance, and the role of organizational identity and work engagement. This provides a better understanding of corporate social responsibility perception and employee work performance for business managers. The mechanism of influence, and then consciously fulfilling corporate social responsibility can help to a certain extent.

In the study of the impact of Corporate Social Responsibility on employee work performance, although some meaningful conclusions were drawn, there are still areas for further improvement due to the limitations of research ability and research conditions.

First, the self-rated questionnaire used in this study was somewhat influenced by subjective attitudes. On the one hand, the judgment of the practice of the enterprise may be influenced by their own perception and emotional attitude, which cannot completely reflect the actual situation; on the other hand, the respondents may have the evaluation of their task performance and organizational citizen behavior, which is also the inherent limitation of the self-related questionnaire. Future studies will use the mutual evaluation questionnaire, and the data collected in this way will be more scientific and effective.

This study conducted a hypothesis testing on the impact of Corporate Social Responsibility on employee work performance and the mediating role of organizational identity and did not conduct a dynamic action process analysis based on time series data. The cross-section data are not sufficiently powerful compared to the time series data, which is a potential limitation of this study. Future studies will combine cross-sectional data and time series data to demonstrate the stability of causal relationships between variables under dynamic time series through the analysis of relevant variable panel data to draw more credible conclusions.

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