

# The Impact of Corporate Social Responsibility on The Affective Commitment: The Case of Public Healthcare Professionals

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## Abstract

This article aims to analyze how CSR could impact the affective commitment of healthcare professionals. The empirical analysis was conducted on 234 employees operating in the public hospital sector. This study is based on two scales of measurement. The first is established to analyze the perception of CSR by healthcare professionals and the second is the organizational commitment subscale that determine the affective commitment. The result revealed a strong correlation between CSR and affective commitment. This study provides a conceptual framework of the relationship between employee's perception of CSR and employee emotional attitudes mediated by affective commitment to enrich the research on CSR in healthcare sector.

**Keywords:** Corporatesocial responsibility (CSR), Organizational behavior, Affective commitment, public healthcare

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## 1- Introduction

The corporate social responsibility of the organization must ensure a suitable working environment for employees. The concept of the corporate social responsibility of the organization is not new. Many studies has been conducted in this area of interest since the work of BOWEN(1953). CSR is defined as "the voluntary integration by companies of social and environmental concerns into their activities and their relations with their stakeholders"[1].

On the other hand, research examining the link between corporate social responsibility (CSR) and employees' organizational commitment is expanding in recent years ([2], [3]). This relationship is crucial. In fact, the effects of CSR on employees' commitment enhance the organization performance. Numerous studies have shown the importance

of organizational commitment, defined as "the extent to which an individual is committed to his/her organization"[4]. Though this scholarly attention, Glavas [5] in a recent review of the literature spotted that this area of research is still underdeveloped, given that among the 181 articles reviewed; only 8% examined the CSR and affective commitment relationship. Besides, when scholars implement the micro-level approach in the analysis of CSR, which focus on the link between The CSR and individuals' attitudes and behaviors, this number sharply decreases to only three articles. The aim of this study is to answer the following research question : what is the impact of the perception of corporate social responsibility on affective commitment within public healthcare professionals. The empirical analysis conducted on 234 employees operating in the public

healthcare sector. This work is based on two scales of measurement one of CSR [6] and the subscale of affective commitment [1]. We have opted for the quantitative method in order to explain the link between the main concepts of the study and determine the nature of this relationship.

This research improves CSR and commitment research in the following ways. First, by considering the impact of CSR on employees' affective commitment: this paper contributes to expanding the number of inquiries implementing the micro-level approach to the analysis of CSR, which is a promising area of analysis still undersized in comparison with studies adopting the focus on financial performance associated with CSR initiatives [7] Second, it is crucial to highlight the affective dimension of commitment that corresponds to the degree of importance attached by the individual to the work, and depends on the level of satisfaction of its basic needs through the realization of this activity

## **I. Review of Literature**

The focus of our research is to study the relationship between the perception of corporate social responsibility (CSR) and affective commitment. Our theoretical framework is based on these last two concepts, which are clearly part of our general research questioning.

### **A- Corporate Social Responsibility**

Bowen (1953, p. 6), who defined CSR as “the obligations of businessmen to pursue those policies, to make those decisions, or to follow those lines of action which are desirable in terms of the objectives and values of our society”. The focus in CSR has exploded both in academia and in corporate world.

The concept of CSR has become more and more essential for the organizations which must be responsible towards all the other actors of society. The concept of corporate social responsibility is based on the idea that companies must assume responsibilities that go beyond their direct sphere of activity. From a company perspective. The publication of

Bowen book "Social Responsibility of the Businessman"[1] was the starting point of CSR. This book remains until today a reference in the field of CSR. The first conception was based on ethics gives an idea about the factors of emergence of CSR in the United States, it is in fact the increase in the size of the industrial enterprise which requires new practice of management of where the new concept comes from. This is linked to factors such as the evolution of the value system of American society (affirmation of strong industrial production, development of workers' unionism, etc.). The development of the concept of CSR is pointed out simultaneously with a second factor which is the separation between ownership and management of the company. This separation was intended to reduce the power of shareholders and the company is considered a fully owned institution accountable to the community as a whole. This dichotomy has reinforced the socialization of leaders, making them more sensitive to the society around them and the pressures exerted by it [9]. A third factor that allowed the development of the concept of CSR is the emergence of American business school. This school aimed to gradually transform the figure of the leader which led to a managerial responsibility that is considered at the basis of CSR double advantage for companies of limiting the risks of slippage, which can generate an enormous cost for them (financial and/or social, ethical...) and of leading them to adopt a proactive and anticipatory approach on levels other than technical or economic [9]. A link between social and economic performance explain that all social activity must be subject to a cost calculation which led to an overshoot of ethics and the choice of leader through new practices and new regulations governing the company.

### **B- Affective commitment**

Organizational commitment is a concept related to human resources management (HRM) that precisely allows the study of the individual-organizational behavior It reflects the

relationship between the person and the place of work [9] [10].

The model of Allen and Meyer [10] proposes that organizational commitment is experienced by the employee as three simultaneous levels encompassing affective, normative, and continuance organizational commitment. Affective commitment reflects commitment based on emotional ties the employee develops with the organization primarily via positive work experiences. Normative commitment reflects commitment based on perceived obligation towards the organization, for example rooted in the norms of reciprocity. Continuance Commitment reflects commitment based on the perceived costs, both economic and social of leaving the organization. Affective commitment is considered to be the emotional relationship that exists between the employee and the organization. Such involvement is characterized by a clear desire to remain in the organization and having positive attitudes and feeling towards the work environment.

In general, it is the emotional attachment to the organization that defined an individual who is strongly involved, identifies, commits and enjoys being a member of the organization. According to Turker [11] it translates "a state of mind" characterized by an internal process leading.

Affective implication can be expressed through emotional attachment, identification, and willingness to work in the organization. The individual expresses an active and positive orientation towards the work place [12]. Thus the attachment to the organization is deeply rooted in the sphere of emotions. Moreover, emotional involvement reflects the strength of the employee's identification with the organization values. This psychological attachment is characterized by a strong adhesion to the goals and values of the organization. It represents a willingness of the person to act to make efforts for the organization and a strong desire to remain a member [4].

### **C- The link between CSR and affective commitment**

A recent literature review [5] shows that CSR is an important antecedent of employees' attitudes and behaviors at work, including job satisfaction [3] job performance [13] organizational citizenship behaviors [14] and organizational commitment [3] [6]. In this research we highlighted organizational commitment because it is one of the most studied attitudes in the managerial literature and it has an important impact on employees' performance and well-being [10]. Commitment is a psychological mindset displaying the extent to which an individual is attached to his/her organization [9]. Affective commitment captures the emotional identification, engagement and attachment that an individual has toward his or her organization. It is associated to one's desire to contribute to the welfare of the organization and willingness to be affiliated and identified with the own organization [12]. Besides, when employees are committed affectively toward their organization, they are more likely to stay in their organization [13]. According to the authors, employees are effectively engaged when they are involved, identified and emotionally attached to the organization, and these types of employees remain in the organization by their own desire. While employees, with the calculated involvement are aware of the costs related to the organization and thus they remain with the organization out of necessity. Finally employees feel obligated and should stay with the organization if they have a high level of normative involvement.

In their study Glavas and Kelly [6] highlight a positive relationship between the theory of emotional involvement and CSR beliefs. Thus the self-respect of employees is strengthened when they perceive the CSR practices of their organizations in a positive way, so their emotional involvement in the organization develops even stronger. According to Brammar and all [4] CSR practices are most effective when employees are involved in the process of

planning, designing and implementing CSR practices. Employees know their needs better, so when they are involved in such processes,

According to the organizational support theory, employees tend to attribute human characteristics to their company, which encourages the development of support perception at work place. OST has attracted considerable interest because of the potential value of viewing the employee-organization relationship from the employees' viewpoint, the clarity of the organizational support construct, and the strong associations with affective organizational commitment, job satisfaction, and other attitudinal outcomes. Rhoades and Eisenberger's (2002) meta-analytic review demonstrated that OST is related to the major hypothesized antecedents human resource practices [14]. Perceived organizational support (POS) is the extent to which employees believe that their organization values their contributions and cares about their well-being and meets their emotional needs [14]. The POS is generally described as the organization's involvement in creating positive dynamic reciprocity with employees. It is true that all the material and immaterial resources offered by the company to its staff push employees to strengthen their belief, but also several research have shown a positive impact of the implementation of CSR practice. In this sense Mueller and all [15] proclaim that when an organization adopts ethical HR practices namely: job security, training, autonomy at work and career opportunities leads to a greater perception of organizational support among employees. According to Rhoades and Eisenberger [14] the POS makes it possible to produce a sense of obligation that pushes individual to behave according to the interests of the organization and reinforces the belief that individual efforts are recognized in the workplace. These two feelings explain the link between the perceived CSR practice of the organization and the employee's affective commitment to his/her organization. Organizational support is a pattern of emotional involvement:

The involvement of the organization towards its Perceived organizational support is therefore positively correlated with job satisfaction and affective involvement [10][12]

Thus, the literature suggests that CSR positively affects workplace behaviour's and attitudes. Scholars demonstrated that CSR is positively linked to employee commitment. These studies posit that employee commitment is influenced by CSR because CSR practices lead to workplaces that are more enjoyable and also because employees have greater levels of pride in the organization.

Based on this theoretical our central question of research is the following: **What is the impact of corporate social responsibility on the affective commitment of public healthcare professionals ?** We postulate the following hypothesis:

**Hypothesis:** Employees' perception of CSR positively influences their affective commitment.

## **II- Methodology**

We chose to operationalize our problem on 234 professional workers in the public healthcare sector because this activity occupies an important place in terms of economy and has been subjected to many reforms. The population was composed by a variety of healthcare professionals. To answer our problem we use scales of measures pre-established from the literature, The questionnaire established consists of two parts: The first is relative to CSR and which was measured by the scale developed by Igalens [8] which contains 9 items based on the Likert scale of five points (1 Strongly agree to 5 Strongly disagree). The second concerns the affective commitment. It was measured by the subscale of Meyer, Allen, Smith [10]. This measuring instrument includes 6 items. The response modalities are formatted in five-point Likert scale too. (from 1 Strongly agree to 5 strongly disagree). The questionnaire was administered to 234 employees and lasted 10 to 20 minutes. In our sample, we

obtained an unbalanced distribution of the population which consists of 63.58% women and 36.42%men. On the other hand, we found that the dominated population is rather young belonging to the interval [25-34 years] with a percentage of 28.5%.

A pre-test was implemented to test the form of questions, their ordering and to verify the respondents' understanding and the relevance of the proposed response methods. The pre-test of 15 respondents was administered face-to-face in order to also allow the collection of their non-verbal reactions in order to establish the final version. The method of administration used is face-to-face, and data collection was extracted from 234 employees. The collection of the data remained from January 2021 to June 2021. This relatively long period is due to the pandemic crisis of covid 19. The accessibility to professionals was challenging and difficult at many occasions. The following table summarizes the scales of measures for the different variables in this study.

**Table 1: Summary table of scales of measures for research variables**

| Variable type        |                            |            | Number Of items | Authors               |
|----------------------|----------------------------|------------|-----------------|-----------------------|
| Independent variable | CSR perceived by Employees | Economic   | 3               | Igalens (2012)        |
|                      |                            | Ecological | 3               |                       |
|                      |                            | Social     | 3               |                       |
| Dependent variable   | Implication                | Affective  | 6               | Allen et Meyer (1996) |

**A-Analysis of study results**

For the analysis level, we used several data analysis techniques, namely principal component analysis, feasibility testing(Cronbach's alpha) and simple linear regression. The analysis of the results was conducted

through the SPSS-AMOS software. We will next present and interpret the main results of this study.

First, we study the internal validity of the scales of measures used in our research work. This method has the advantage of describing the existing relationships between several variables simultaneously, and of reducing the initial number of variables into a few components.

In order to verify the dimensionality of the measurement scale, we used a principal component analysis to identify the number of main factors to be retained and which must account for more than 50% of the total variance.

Also, we chose the KMO and Bartlett's sphericity selection criterion that retains the margin whose  $p < 0.5$ .

**The Kaiser-Meyer-Olkin Measure of Sampling Adequacy (KMO)** is a statistic that indicates the proportion of variance in your variables that might be caused by underlying factors. High values (close to 1.0) generally indicate that a factor analysis may be useful with your data. If the value is less than 0.50, the results of the factor analysis probably won't be very useful.

**Bartlett's test of sphericity** tests the hypothesis that your correlation matrix is an identity matrix, which would indicate that your variables are unrelated and therefore unsuitable for structure detection. Small values (less than 0.05) of the significance level indicate that a factor analysis may be useful with your data.

The KMO index equal to 0.64 value greater than 0.5 is considered satisfactory. Bartlett's sphericity test is statistically significant since the probability of obtaining the value of test  $p < 0.5$  and therefore the correlations are different from 0: This means a good performance quality  $p < 0.5$  in all cases. The results of the total variance explained show that a single component has a cumulative percentage of 72% greater than

50%. The verification of the reliability of the scale of the dimension "CSR" by cronbach's alpha, gives a value equal to 0.72. This value is considered satisfactory and validates internal consistency. Cronbach's Alpha is the coefficient most used to measure reliability and estimate the internal coherence of the construct: the latter argue that the closer the Cronbach Alpha gets to 1, the better the measurement scale has good internal consistency, on the other hand if the coefficient approaches 0 the lower the internal coherence of the scale.

Table 2 Purification of PCSR

Table 3 :Principal Component analysis of perceived CSR

|   | Component |      |      |
|---|-----------|------|------|
|   | 1         | 2    | 3    |
| IMP4: Cooperates sustainably with its suppliers                     |           | ,766 |      |
| IMP5: Guarantees its customers the security of products or services |           | ,722 |      |
| IMP6: Manages your energy consumption                               |           |      | ,908 |
| IMP8: Prioritizes renewable energy                                  | ,771      |      |      |
| IMP9: Integrates young people from so-called "sensitive" population | ,733      |      |      |
| IMP10: Implements a diversity policy (gender and ethnic)            | ,690      |      |      |
| IMP11: Engages in helping the most deprived (poverty, illiteracy)   | ,526      |      |      |

For the subscale of Affective commitment we used the same measures to analyze the validity of the scale used to gather data.

The purification results are displayed in the following table

Table 4. Purification of Affective Commitment

|                    |                 |
|--------------------|-----------------|
| Explained Variance | 68.34           |
| P<0.5              |                 |
| KMO                | 0.67            |
| Bartlett's (Sig)   | 112,53<br>0,000 |
| Alpha de Cronbach  | 0,81            |

|                    |                 |
|--------------------|-----------------|
| Explained Variance | 64.88           |
| P<0.5              |                 |
| KMO                | 0.65            |
| Bartlett's (Sig)   | 113,40<br>0,000 |
| Alpha de Cronbach  | 0,74            |

The values of the KMO measure and Bartlett's test and Alpha de Cronbach show that the subscale of affective commitment has good internal validity and it is a credible measure to analyze this concept.

A principal component analysis is also made. The result shows that affective commitment is explained by four items that represent the most important total variance. The Table is displayed in the following:

Table 5 :Total variance analysis of affective commitment

|   | Average | Deviation-type | n   |
|---|---------|----------------|-----|
| In my opinion, I really feel a sense of belonging to my organization            | 4,9060  | ,4811          | 234 |
| In my opinion, My organization represents a lot for me                          | 4,9573  | ,3181          | 234 |
| In my opinion, I am proud to belong to this organization.                       | 4,9571  | ,3043          | 234 |
| In my opinion, I do not feel emotionally attached to my organization.           | 1,1330  | ,6773          | 234 |
| In my opinion, I do not feel like I am "part of the family" in my organization. | 1,1923  | ,7925          | 234 |
| In my opinion, I feel the problems of the hospital are mine                     | 4,9615  | ,3118          | 234 |

Total variance explained (Affective commitment)

| items | Initial own values |               |            |       | Sum of squares for rotation |               |            |
|-------|--------------------|---------------|------------|-------|-----------------------------|---------------|------------|
|       | Total              | % of variance | Cumulative | %     | Total                       | % of variance | Cumulative |
| 1     | 3,272              | 54,533        | 54,533     | 2,623 | 43,710                      | 43,710        |            |
| 2     | 1,236              | 20,596        | 75,129     | 1,885 | 31,419                      | 75,129        |            |
| 3     | ,634               | 10,563        | 85,692     |       |                             |               |            |
| 4     | ,572               | 9,529         | 95,222     |       |                             |               |            |
| 5     | ,268               | 4,469         | 99,690     |       |                             |               |            |
| 6     | ,032               | ,310          | 100,000    |       |                             |               |            |



Looking at the second column, we find that two factors have a higher eigenvalue than 1, we keep them for analysis. Only the two components explain 75.129% of the total variance.

**Testing the link between perceived CSR and affective commitment**

|           |        | Beta  | S.D    | T value | P value |
|-----------|--------|-------|--------|---------|---------|
| Hypothese | CSR>AC | 0.277 | 0.0057 | 4.831   | <0.5    |

According to the results displayed in the table above we note that the bilateral significance between CSR and Affective In fact, Affective commitment is moderated by The perception of SCR there is therefore a significant link between the two variables. The correlation T student to 4.831 with an error margin equal to  $p < 0.5$ . This allows us to note that the research hypothesis is confirmed.

**Conclusion**

At the end of this survey, we brought an interest on the theoretical and managerial level.

First of all, this research has made it possible to align with some studies validated in previous research. In management field, researchers have always confirmed the relationship between perceived CSR and affective commitment [17-18-19] To conclude the research hypothesis posed has been verified: An effective social responsibility policy well perceived by employees positively and considerably impacts their emotional involvement towards the organization according to a scale of Meyer and Allen (1990) and that of Igalens (2012). It can also be said that the perception of CSR by employees has a remarkable influence on attitudes, in particular on the support provided by the organization, the feeling of equity/justice and identification which facilitate in this sense the emotional staining of employees to their company. The company and the employees are therefore both beneficiaries of a good CSR policy.

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