

The Mediating Role of Perception of Corporate Social Responsibility in the Effect of the Perception of Organizational Justice on Organizational Commitment*

Örgütsel Adalet Algısının Örgütsel Bağlılık Üzerine Etkisinde Kurumsal Sosyal Sorumluluk Algısının Aracı Rolü

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Abstract

Aim: The purpose of this research is to examine the mediating role of corporate social responsibility perception in the effect of organizational justice on organizational commitment in healthcare employees.

Method: The research was carried out among 206 healthcare personnel working in three hospitals of the Private Health Group in İstanbul.

Results: As a result of the analysis, it was determined that corporate social responsibility has a mediating role in the effect of organizational justice perception on organizational commitment ($Z = 4.08; p < 0.05$).

Conclusion: As a general result, it is suggested that health managers who want to increase the organizational commitment of health workers should first create a fair organizational environment, and secondly, engage in corporate social responsibility activities.

Keywords: Perception of organizational justice, organizational commitment, corporate social responsibility, health workers, health management, organizational behavior.

Öz

Amaç: Bu araştırma, örgütsel adaletin örgütsel bağlılık üzerindeki etkisinde kurumsal sosyal sorumluluk algısının aracılık rolünü incelemek amacıyla yapılmıştır.

Yöntem: Araştırma, İstanbul'da faaliyet gösteren özel sağlık grubuna bağlı üç hastanede görev yapan 206 sağlık personeli üzerinde gerçekleştirilmiştir. Araştırma verileri yüz yüze görüşme yöntemiyle toplanmıştır.

Bulgular: Yapılan analizler sonucunda örgütsel adalet algısının örgütsel bağlılık üzerindeki etkisinde kurumsal sosyal sorumluluğun aracılık rolü olduğu belirlenmiştir ($Z = 4,08; p < 0,05$).

Sonuç: Genel sonuç olarak sağlık çalışanlarının örgütsel bağlılıklarının arttırmak isteyen sağlık yöneticilerin ilk olarak adaletli bir örgüt ortamı oluşturmaları ve ikinci olarak kurumsal sosyal sorumluluk faaliyetlerinde bulunmaları önerilmektedir.

Anahtar Sözcükler: Örgütsel adalet algısı, örgütsel bağlılık, kurumsal sosyal sorumluluk, sağlık çalışanları, sağlık yönetimi, örgütsel davranış.

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Introduction

Employees have a set of organizational behaviors and attitudes within the organization for which they work. These behaviors and attitudes can cause both positive and negative consequences for the organization. These behaviors and attitudes can occur because of certain perceptions, one of which is the perception of “Organizational Justice (OJ)”.

OJ perception refers to employees' perceptions of being treated fairly in the organization (Fassina et al., 2008). OJ is one of the key factors affecting the success of an organization (Tahseen & Akhtar, 2016). Studies show that employees exhibit positive behaviors and attitudes such as organizational citizenship (Hasyim & Palupiningdyah, 2021), work engagement (Özer et al., 2017), and job performance (AlMazrouei & Zacca, 2021) in situations where OJ is provided. Conversely, when the perception of organizational injustice occurs in the employees, they display negative behaviors and attitudes toward the organization, such as organizational cynicism (Sen et al., 2021) and turnover intention (Aryani et al., 2021).

Organizational Commitment (OC) is the feeling of responsibility of the employees towards the organization they are in by integrating with the values and goals of the organization without expecting anything in return from the organization (Buchanan, 1974). OC is defined as the feelings and attitudes that contribute to one's wishes, goals, and values, serving the goals of the organization with devotion and even loyalty, self-sacrificing in favor of the organization, and dedicating oneself to the organization (Eren, 2015). Recent studies show that OC has a positive effect on employees' positive organizational attitudes and behaviors such as work performance (Donkor et al., 2021), organizational citizenship (Ratiu et al., 2021), and service quality (Sunarsi et al., 2020). The results of the study show that employees' high sense of OC is important for the organization. OC can be considered as the opposite of the intention to leave the organization. From this perspective, the OC of employees is a significant issue for managers who do not want their employees to leave the organization.

According to many definitions, “Corporate Social Responsibility (CSR)” is defined as “a concept in which companies integrate social and environmental concerns in their business activities and their voluntary interactions with their stakeholders” (Commission of the European Communities [CEC], 2001). CSR is also defined as “a situation where strategies result in win-win scenarios that bring benefits both to the environment, society, and business by creating wealth and competitive advantages” (Porter & Kramer, 2006). Research results show that employees' perception of CSR increases firm performance (Saha et al., 2020; Yuen et al., 2018), service quality (Hassanian et al., 2019), job satisfaction (Story & Castanheira, 2019), and employee engagement (Tsourvakas & Yfantidou, 2018). The studies show that perception of CSR is an important element of the organization.

CSR has a positive impact on relationships with other stakeholders and often leads to improved and sustainable financial performance. Apart from its positive impact on the competitiveness of the company, it can also have a positive impact on the environment and working environment in which the company operates, which then ensures employee satisfaction, employee motivation, and retention of employees in the organization (Perić & Turalija, 2018). People with OC are those who stay in the organization under all circumstances, continue their work regularly, spend a full working day or even more for organizational purposes, always protect the assets of the firm and share the firm purpose and vision (Meyer & Allen, 1997). OJ significantly affects human resources, which is one of the important values in the realization of organizational goals and objectives. As a result, OJ has a significant effect on factors that will add value to the organization such as job satisfaction, organizational citizenship, productivity, and organizational trust (Tanrıverdi & Paşaoğlu, 2014). All this information shows that the perception of OJ, OC, and CSR is important in terms of organizations. Recent studies show that different mediating variables such as job satisfaction (Novitasari et al., 2020), organizational trust (Hayunintyas et al., 2018), and ethical climate (Çalışkan, 2015) increase OC. However, there are not enough studies in the literature on the mediating role of CSR in the influence of OJ on OC. We think that this study is important in terms of addressing this gap in the literature. In addition, the results of this research will guide health managers and will be a source for future research. For this reason, the management process needs to reveal which factors are affected by these behaviors and attitudes that have been researched.

Method

Aim and Type of the Research: The aim is to examine the mediating role of CSR perception in the effect of OJ on OC in healthcare employees. The research is cross-sectional and descriptive.

Research Hypotheses: The research hypotheses are as follows:

- Hypothesis 1: The perception of OJ has a significant effect on CSR.

- Hypothesis 2: The perception of CSR has a significant effect on OC.
- Hypothesis 3: The perception of OJ has a significant effect on OC.
- Hypothesis 4: The perception of CSR has a mediating role in the effect of OJ perception on OC.

The model of the research hypotheses is shown in Figure 1.

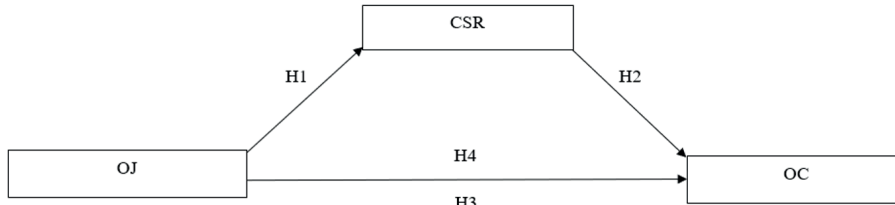


Figure 1. Research model

Place and Time of the Research: The research was carried out on health workers working in three hospitals affiliated with a private health group operating in Istanbul. The survey was carried out between November and December 2021.

Study Population and Sample: At the time of the research, there were 2600 employees in these health institutions. According to the known population, the margin of error should be 5%, and the sample size should be 246 with a confidence interval of 90%. Information about the research was given to those who were actively working at the time of the research. However, there was not enough participation in the research. 206 health personnel agreed to participate in the study. Accordingly, the results of the research include a margin of error of 5.5% with a confidence interval of 90%.

Data Collection: The survey consists of four sections. The first section includes personal and professional information forms; the second section includes the "OJ Perception Scale"; the third section includes the "OC Scale", and the fourth section includes the "Corporate Social Responsibility Scale".

Personal and Professional Information Form: This section collects demographic information such as age, gender, occupation, and working schedule.

Organizational Justice Perception Scale (OJ): The scale was developed by Niehoff and Moorman (1993). The Turkish adaptation of the scale was made by Yıldırım (2007). The OJ Scale consists of 20 items with three subdimension. It is reported that the Cronbach Alpha (CA) reliability coefficient for the original form of the scale (Niehoff & Moorman, 1993) is 0.74 for distributive justice (DJ), 0.85 for procedural justice (PJ), and 0.92 for interactional justice (IJ). In the Turkish version of the scale, the reliability coefficients were 0.81 for DJ, 0.89 for PJ, and 0.95 for IJ. In this study, the overall CA coefficient of the scale was 0.97, and the CA coefficients of the subdimension were determined to be 0.89 for DJ, 0.91 for PJ, and 0.97 for IJ.

Organizational Commitment (OC) Scale: The scale was developed by Meyer et al. (1993). The Turkish adaptation of the scale was made by Çevik Tekin (2019). Meyer et al. (1993) found the CA reliability coefficient of the scale to be .89. Çevik Tekin (2019), on the other hand, determined the CA value as 0.90 in the adaptation of the scale into Turkish. The OC Scale has 18 items and a 3- subdimension structure. In this study, the CA value was examined used to determine the reliability level of the scale. The CA coefficient for the total scale was 0.77; the CA values of the sub-dimensions (i.e., emotional, continuance, normative) were determined as 0.80, 0.72, and 0.79.

Corporate Social Responsibility (CSR) Scale: The "CSR Scale" was developed by Türker (2006). The scale consists of 7 dimensions and 18 items. The CA value of the scale was determined to be 0.90 by Türker (2006). In this study, the CA value of the total scale was 0.95. The CA values of the sub-dimensions are 0.90 for CSR for employees, 0.84 for CSR for customers, 0.83 for CSR for society, 0.91 for CSR for government, 0.87 for CSR for the natural environment, 0.90 for CSR for new generations and CSR for non-governmental organizations 0.86.

Statistics: SPSS 21.0 and AMOS 22.0 statistical programs were used in the analysis of the data in this study. Structural Equation Model Path Analysis was used to test the mediation effect. The CA coefficient was examined to determine the reliability level of the scale. The skewness coefficients (SC) and kurtosis coefficients (KC) were used in testing the normality of the scale scores. The fact that the SC and KC are in the range of ± 1 indicates that the distribution is normal. The correlation coefficient indicates a low correlation between 0.00-0.30, a moderate between 0.30-0.70, and a high-level correlation between 0.70-1.00 (Büyüköztürk, 2011). The significance level was evaluated as $p < 0.05$ in correlation and regression analyses.

Ethics: Ethics committee approval of the research was received from X University Medical Research Evaluation Committee with the number 2021-20/33 dated 14/10/2021. Permission was obtained from the hospitals where the research was conducted. The participants were informed about the research and their written consent was obtained. The principles of the Declaration of Helsinki were followed in the study.

Limitations of the Research: The research was limited to actively working volunteer participants. The research is limited to the research group.

Results

Demographics Findings of the Participants: The demographics of the participants are as follows: Of all the participants, 82% are female, 53.9% are between the ages of 26 and 35, 40.8% are undergraduates, and 66% are single. The professional characteristics of the participants are as follows. Of all participants, 19.4% are nurses, 47.6% are medical secretaries, 6.8% are health technicians, 26.2% are in other occupational groups, and 45.1% have been doing healthcare profession for 1-5 years.

The descriptive statistics of the scale scores are shown in Table 1.

Table 1. Descriptive statistics of the scale scores

Scale and Dimensions	f	Earnable Score		Score achieved					
		Min.	Max.	Min.	Max.	\bar{X}	SD	Skewness	Kurtosis
CSR for employees	206	1	5	1.00	5.00	3.45	0.93	-0.63	0.28
CSR for customers	206	1	5	1.00	5.00	4.16	0.77	-0.22 ^a	0.27 ^a
CSR for society	206	1	5	1.00	5.00	3.87	0.88	-0.78	0.54
CSR for government	206	1	5	1.00	5.00	4.11	0.85	-0.13 ^a	0.95 ^a
CSR for the natural environment	206	1	5	1.00	5.00	3.66	0.85	-0.33	0.04
CSR for new generations	206	1	5	1.00	5.00	3.70	0.94	-0.66	0.29
CSR for non-governmental organizations	206	1	5	1.00	5.00	3.40	1.02	-0.39	-0.28
CSR	206	1	5	1.00	5.00	3.76	0.73	0.34 ^a	-0.05 ^a
Emotional Commitment	206	1	5	1.00	5.00	3.35	1.03	-0.24	-0.60
Continuing Commitment	206	1	5	1.25	4.50	2.92	0.63	-0.09	-0.21
Normative Commitment	206	1	5	1.00	5.00	3.06	0.84	-0.38	-0.06
OC	206	1	5	1.30	4.64	3.11	0.58	-0.35	0.92
Distributive Justice	206	1	5	1.00	5.00	2.71	0.99	-0.02	-0.82
Procedural Justice	206	1	5	1.00	5.00	3.17	0.98	-0.44	-0.35
Interactional Justice	206	1	5	1.00	5.00	3.47	1.01	-0.74	0.13
OJ	206	1	5	1.00	4.80	3.12	0.90	-0.53	-0.31

a: Logarithmic transformation

The mean OJ perception score of the participants was 3.12 (SD= 0.90), and the mean score of the perception of distributive justice was 2.71 (SD=0.99). The neutral score on the scale is "3". When the results are examined, it is seen that OJ perception levels are moderate, but the perception of distributive justice is low.

The mean CSR score of healthcare professionals was determined to be 3.76 (SD=0.73). The participants' perception of CSR was high, based on the lowest (1) and highest (5) scores obtained from the scale.

The participants' OC scale score was found to be 3.11 (SD=0.58). The mean Continuance Commitment score was found to be 2.92 (SD=0.63). Considering the lowest (1) and highest (5) scores on the scale, it may be inferred that the participants' level of OC was moderate, while their continuance commitment was low (Table 1).

Correlation Analysis: Correlation analysis results are shown in Table 2.

Table 2. Correlation analysis

Scale and Dimension	N	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
1. CSR for employees	206	0.58**	0.57**	0.51**	0.57**	0.61**	0.68**	0.79**	0.37**	0.15*	0.48**	0.50**	0.52**	0.54**	0.56**	0.60**
2. CSR for customers	206	1	0.59**	0.62**	0.53**	0.50**	0.44**	0.72**	0.25**	0.14*	0.32**	0.36**	0.37**	0.32**	0.35**	0.38**
3. CSR for society	206		1	0.56**	0.63**	0.63**	0.66**	0.79**	0.14*	0.13*	0.30**	0.27**	0.34**	0.36**	0.38**	0.40**
4. CSR for government	206			1	0.62**	0.60**	0.48**	0.74**	0.21**	0.24**	0.32**	0.36**	0.36**	0.25**	0.36**	0.36**
5. CSR for the natural environment	206				1	0.76**	0.70**	0.84**	0.23**	0.23**	0.34**	0.38**	0.39**	0.32**	0.38**	0.40**
6. CSR for new generations	206					1	0.75**	0.84**	0.28**	0.14*	0.31**	0.36**	0.37**	0.35**	0.39**	0.41**
7. CSR for non-governmental organizations	206						1	0.84**	0.23**	0.14*	0.39**	0.37**	0.42**	0.37**	0.39**	0.43**
8. Overall CSR	206							1	0.30**	0.22**	0.44**	0.47**	0.48**	0.45**	0.47**	0.52**
9. Emotional Commitment	206								1	0.00	0.29**	0.73**	0.36**	0.29**	0.37**	0.38**
10. Continuing Commitment	206									1	0.39**	0.55**	0.08	0.06	0.04	0.07
11. Normative Commitment	206										1	0.79**	0.50**	0.45**	0.48**	0.53**
12. Overall OC	206											1	0.48**	0.41**	0.46**	0.50**
13. Distributive Justice	206												1	0.66**	0.67**	0.86**
14. Procedural Justice	206													1	0.85**	0.92**
15. Interactional Justice	206														1	0.93**
16. Overall OJ	206															1

*p< 0.05, **p< 0.01

The results of the correlation analysis are as follows: it was determined that there is a positive and significant relationship between the participants' perception of CSR (CSR for employees, CSR for customers, CSR for society, CSR for government, CSR for the natural environment, CSR for new generations, CSR for non-governmental organizations) responsibility toward the employees and their OC (emotional, continuance, normative) ($p < 0.05$).

It was determined that there is a positive and significant relationship between the employees' perception of CSR (CSR for employees, CSR for customers, CSR for society, CSR for government, CSR for the natural environment, CSR for new generations, CSR for non-governmental organizations) and their perception of OJ (DJ, PJ, IJ) ($p < 0.05$).

It was determined that there was a significant relationship between the participants' perception of OJ (DJ, PJ, IJ) and OC, affective and normative commitment ($p < 0.05$). It was determined that there was no significant relationship between the participants' perception of OJ and their continuance commitment level ($p > 0.05$) (Table 2).

Regression Analysis: To test the research model, the independent variable was "perception of OJ", the dependent variable was "OC", and the mediating variable was "perception of CSR" in the relationship between the two variables. The result of the regression analysis is shown in Table 3.

Table 3. Results of the study model

Model	Independent Variable	Path	Dependent Variable	H	β	t	p	R ²
Independent Models	Perception of OJ	→	CSR Perception	H1 (a)	0.53	6.52	<0.001	0.279
	X ² /sd = 3.35		SRMR = 0.06	GFI = 0.91 NNFI = 0.92	CFI = 0.95	RMSEA = 0.10		
	CSR Perception	→	OC	H2 (a)	0.25	2.99	0.003**	0.062
	Perception of OJ	→	OC	H3 (c)	0.42	2.40	0.016*	0.176
	X ² /sd = 2.98		SRMR = 0.08	GFI = 0.89 NNFI = 0.90	CFI = 0.93	RMSEA = 0.09		
Mediating Variable Model	Independent Variable	Path	Dependent Variable	H	Mediating Variable	IE	Z	R ² IE
	Perception of OJ	→	OC	H4 (c')	CSR Perception	0.132	4.079**	0.032
	X ² /sd = 2.98		SRMR = 0.08	GFI = 0.89 NNFI = 0.90	CFI = 0.93 RMSEA = 0.09			

H: Hypothesis, IE: Indirect effect size, R²IE: Variance due to indirect effect, Z: Sobel test statistic,

* $p < 0.05$, ** $p < 0.01$

The perception of OJ has a positive and significant effect on the perception of CSR ($\beta = 0.53$; $t = 6.52$; $p < 0.05$). According to this result, Hypothesis 1 "Perception of OJ has a significant effect on the perception of CSR" was accepted. It has been determined that approximately 28% ($R^2 = 0.279$) of the change in the perception of CSR is due to the perception of OJ.

The perception of CSR has a positive and significant effect on OC ($\beta = 0.25$; $t = 2.99$; $p < 0.05$). According to this result, Hypothesis 2 "Perception of CSR has a significant effect on OC" was accepted. It was determined that approximately 6% ($R^2 = 0.062$) of the change in OC is due to the perception of CSR.

The perception of OJ has a positive and significant effect on OC ($\beta = 0.42$; $t = 2.40$; $p < 0.05$). According to this result, Hypothesis 3 "Perception of OJ has a significant effect on OC" was accepted. It was determined that approximately 18% ($R^2 = 0.176$) of the change in OC was due to the perception of OJ.

It was determined that the perception of CSR has a mediating effect on the effect of OJ perception on OC ($Z = 4.08$; $p < 0.05$). According to this result, Hypothesis 4 "The perception of CSR has a mediating role in the effect of OJ perception on OC" was accepted.

Discussion

This research was conducted to examine the mediating role of the perception of CSR in the effect of OJ on OC. In this study, firstly, the effect of OJ perception on the perception of CSR was examined. In this study, it was determined that as the perception of OJ increases, the perception of CSR also increases. It was seen that the results of this research and some research results were similar (Sarfraz et. al., 2018; Tziner et. al., 2011). Also, recent research results show that the perception of CSR has a positive effect on company performance, service quality, job satisfaction, and employee engagement (Hassanian et. al., 2019; Saha, et. al., 2020; Story & Castanheira, 2019; Yuen, et. al., 2018; Tsourvakas & Yfantidou, 2018). These results show that CSR practices are an important factor for the organization and the employees.

Secondly, the relationship between the perception of CSR and OC was examined in this study. It was determined that as the perception of CSR increased, OC also increased. The results of this study support the results of other studies in the literature (Asrar-ul-Haq et. al., 2017; Hsieh et. al., 2016); İraz et. al., 2018; Öcel & Özkurt, 2019). The hospital's social responsibility practices and the fact that the employees are members of this hospital may lead to positive feelings towards the hospital they work for. This positive feeling towards the hospital may increase the employees' perceptions of OJ. According to these results, it can be said that the OC of employees increases in organizations where the perception of CSR is high. For this reason companies not only contribute to society and the environment by increasing their CSR behaviors but also contribute to increasing the OC of the employees.

Third, the relationship between the perception of OJ and OC was examined in this study. It was determined that the perception of OJ has a positive effect on OC. Our research results support the research results in the literature (AlMazrouei & Zacca, 2021; Hasyim & Palupiningdyah, 2021; Jehanzeb & Mohanty, 2019; Novitasari et al., 2020). This result shows that the OC of employees can be increased if OJ is provided in businesses.

Fourth, in this study, the mediating effect of the perception of CSR in the relationship between the perception of OJ and OC was examined. It was determined that CSR has a mediating effect on the effect of OJ perception on OC. Health managers who want to increase the OC of employees should not only ensure OJ within the organization but also carry out CSR studies. Thus, the effect of OJ perception on OC can be enhanced.

Health administrators can increase employees' perception of social responsibility by implementing social responsibility practices in their hospitals, engaging their employees in these practices, and informing the employees and society about these practices.

There is very little research in this area. However, some studies show that job satisfaction (Novitasari et al., 2020), ethical climate (Çalışkan, 2015), and organizational trust (Hayunintyas et al., 2018) mediate the effects of OJ perception on OC. These results suggest the possibility that different variables may influence the effect of OJ perception on OC.

Conclusion and Suggestions

As a general result, healthcare managers who want to increase the OC of health workers should first prepare a fair work environment and perform the management process in this way. In addition, health managers can contribute to increasing the OC of the employees and also contribute to society and the environment with their CSR activities. Moreover, healthcare managers can increase the social responsibility perception of the employees by implementing social responsibility practices in their hospitals, engaging their employees in these practices, and informing the employees and society about these practices. In this context, hospitals can carry out activities such as free screening tests, health education, and public service announcements.

In cases where Organizational Justice is provided, it is possible for employees to display desired behaviors. In the case of organizational injustice, employees may engage in undesirable behaviors.

In future studies, the mediating effect of different variables on the effect of OJ perception on OC can be examined. The results of this research are limited to the health professionals who are included in the study. Since this study was conducted on a limited number of healthcare professionals, it is recommended that future studies be conducted on a larger sample.

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