The Influence of Corporate Social Responsibility on Work Engagement and Organizational Commitment[1]

Patnaree Srisuphaolarn*
Nuttapol Assarut**

Abstract

We analyze how different bundles of Corporate Social Responsibility (CSR) activities lead to different degree of work engagement and organization commitment of the employees in that organization. Based on human resource development and CSR literatures, we argue that measuring CSR performance on employee is more appropriate and relevant to company performance than merely measuring CSR effect on company financial performance. On top of that CSR is recently viewed as Corporate Stakeholder Responsibility, employee is core stakeholder who contribute to company competitive advantage. Though there are a few extant researchers on CSR and employee engagement, they treated employee perception towards the term CSR per se. However, how CSR defined by employees could be different from the one defined by executives. Our study filled in this gap by measuring the influence

of employee perception towards CSR activities bundles that the company--for which they are working--sponsored, and level of work engagement and organization commitment in both long run and short run. It suggests that people who are working for company that conduct CSR at the minimum level required by law and regulation has the lowest degree of work engagement and organization commitment while employees in the company that conduct CSR in an integrative manner express high level of both work engagement and organization commitment. Implication from the findings is twofold. One is CSR could be effective tools to retain employees in the organization if conducted in a well-designed and seriously planned manner. The other is communicating CSR to employee is probably as crucial as communicating to the public. The latter could increase company reputation as good corporate citizenship, but the former could contribute directly to human resource management cost, and thus, company financial performance.

Keywords: Corporate Social Responsibility (CSR), Work Engagement, Organizational Commitment

ผลกระทบของกิจกรรมความรับผิดชอบต่อสังคมที่มีต่อ
ความผูกพันในงานและความยึดมั่นต่อองค์กร[1]

*พัฒน์นรี ศรีศุภโอฬาร**
*ณัฐพล อัสสะรัตน์***

บทคัดย่อ

การศึกษาครั้งนี้ได้ทำการวิเคราะห์ว่าส่วนผสมของกิจกรรมความรับผิดชอบต่อสังคม
ที่บริษัทได้จัดทำนั้นมีผลต่อความผูกพันในงานและความยึดมั่นในองค์กรอย่างไร ผู้วิจัยได้
ศึกษาวรรณกรรมด้านการบริหารงานบุคคลและความรับผิดชอบต่อสังคมพบว่า การวัดผล
ของกิจกรรมความรับผิดชอบต่อสังคมต่อพนักงานนั้นมีความเหมาะสมและเกี่ยวข้องกับการ
ดำเนินงานของบริษัทมากกว่าจะวัดผลของกิจกรรมดังกล่าวต่อผลการประกอบการของบริษัท
โดยตรง นอกจากนี้ วรรณกรรมด้านความรับผิดชอบต่อสังคมได้มีแนวโน้มที่จะให้ความสำคัญ
กับผู้มีส่วนได้ส่วนเสียมากขึ้น พนักงานบริษัทก็เป็นผู้มีส่วนได้ส่วนเสียคนสำคัญ อย่างไรก็ดี
แม้จะมีงานวิจัยเกี่ยวกับผลของกิจกรรมความรับผิดชอบต่อสังคมของบริษัทต่อความผูกพัน
ในงานและความยึดมั่นในองค์กร งานวิจัยเหล่านั้นวัดการรับรู้ของพนักงานต่อคำว่า "ความ
รับผิดชอบต่อสังคมของบริษัท" ดังนั้น จึงอาจจะเป็นไปได้ว่าพนักงานและบริษัทตีความ
ความหมายของคำนี้แตกต่างกัน งานศึกษาครั้งนี้วัดการรับรู้เกี่ยวกับส่วนผสมของกิจกรรม
ความรับผิดชอบต่อสังคมที่บริษัทที่ตนเองได้ทำงานอยู่กับความผูกพันในงานและความยึดมั่น
ต่อองค์กรทั้งในระยะสั้นและระยะยาว ผลการศึกษาพบว่า บริษัทที่ทำกิจกรรมความรับผิดชอบ
ต่อสังคมเพียงแค่การทำตามกฎหมายและข้อบังคับจะทำให้พนักงานมีระดับความผูกพันในงาน
และความยึดมั่นต่อองค์กรในระดับต่ำ ในขณะที่บริษัทที่ทำกิจกรรมความรับผิดชอบต่อสังคม
อย่างผสมผสานจะมีระดับความผูกพันในงานและความยึดมั่นต่อองค์กรสูงกว่าในทุกๆ ด้าน
ผลการศึกษานี้ทำให้เห็นว่า การทำกิจกรรมความรับผิดชอบต่อสังคมสามารถใช้เป็นเครื่องมือ

ที่สำคัญในการรักษาบุคคลากรในองค์กรหากออกแบบและวางแผนเป็นอย่างดี บริษัทจึงควร
สื่อสารกิจกรรมความรับผิดชอบต่อสังคมของบริษัทให้กับพนักงานด้วยเพื่อให้บุคคลากรได้
เข้าใจและติดตามกิจกรรมของบริษัท   เพิ่มความผูกพันในงานและความยึดมั่นต่อองค์กร
ลดต้นทุนในการบริหารงานบุคคลและเพิ่มผลประกอบการของบริษัทในที่สุด

คำสำคัญ: กิจกรรมความรับผิดชอบต่อสังคมขององค์กร (CSR) ความผูกพันในงาน ความยึดมั่นต่อ
องค์กร

Introduction

This study analyzes how different Corporate Social Responsibility (CSR) bundles lead to different degree of work engagement and organization commitment of the employees in that organization. We draw our study on Human Resource Management Literatures and CSR as an attempt to investigate CSR performance on company sources of competitiveness-human resources. Work engagement and organization commitment has long been critical issue for human resource management on how to retain capable personal.

Research on company motivation towards CSR usually focuses on monetary return of CSR (McGuire, Sundgren, & Schneeweis, 1988; Wang & Hsu, 2011). However, return on investment on CSR was normally measured by increase in sales and/ or other financial index. As there are many factors that contribute to sales and financial return, it is skeptical that these are appropriate measure to evaluate CSR performance. On the other hand, building on the ground that human resources is essential to developing competitive advantage and company should concern all stakeholders, there are studies that evaluate CSR affect on employees. (Akremi, Gond, Swaen, Roeck, & Igalens, 2015). Among this realm of studies, a few research studied CSR effect on work engagement and organization commitment as attempt to evaluate CSR performance in a more direct manner to company's employees (Turker, 2009; Valentine & Barnett, 2003). Recent research uses employee perception of the meaning of CSR as independent variable (Ditlev-Simonsen, 2015)

In this paper, we propose to investigate CSR effect on employee work engagement and organization commitment but use employee perception to bundles of CSR activities that company sponsored as independent variable. We focus on work engagement and organization commitment based on the idea that if company could retain people who share similar value towards company direction in operating their business, both for core business and peripheral ones, company could boost people morale and save the cost of recruiting new staff to replace the ones that resign. Instead of measuring employee perception of the meaning of CSR, we measure the employee perception on the bundles of CSR that the company, for which they are working, has sponsored. We argue that by measuring bundles of CSR we could eliminate the gap in interpreting the meaning of CSR between employees and CSR because the employees would evaluate company interpreting of CSR

via the real activities they conducted. This is especially the case in Asia where people are skeptical on company real intention in conducting CSR. (Srisuphaolarn, 2012)

The authors develop CSR activity scales based on extant research on CSR typology in Thailand and use 388 part-time MBA students from Bangkok as subjects. MBA students are appropriate samples as they are working at the middle-management level and are working as the skeleton support of the whole organization. Using cluster analysis, we could identify type of firms with different bundle of CSR. Then, we could measure the degree of work engagement and organization commitment perceived by the employees who works in company that conduct different bundle of CSR.

We hope to contribute to stakeholder theory regarding CSR. By deeply understand the bundle of CSR activities that affect degree of work engagement and organization commitment, managers could explain the strategic and economic motivation of CSR planning and management so that CSR could contribute to the company and stakeholder alike creating a win-win situation for all concerned parties.

Literature Review

CSR: Definitions and Performance

CSR is the obligation of a firm to fulfill economic, legal, and ethical duties, and engage in philanthropy (Carroll, 1999). CSR is used interchangeably with corporate citizenship, suggesting it is the duty of a company to meet certain requirements to continue operating as a business (Evans & Davis, 2011). Regarding philanthropy, CSR is interpreted as the non-core business of a company, according to neo-classical economists (Friedman, 2007). Thus, numerous studies evaluate CSR performance in terms of financial and non-financial performance to justify investments in these activities.

Although studies on financial performance of CSR yield varying results, studies on non-financial performance suggest positive effects (Arendt & Brettel, 2010). An example includes corporate image since corporate citizenship is attractive to consumers and prospective employees (McGlone, Spain, & McGlone, 2011; McWilliams & Siegel, 2001; Valentine & Fleischman, 2008).

CSR in Thailand

Thailand is gaining a reputation as an investment hub for multinational companies to enter other Southeast Asian nations. The country has been open to free trade and investment for decades, and the presence of multinational companies is prominent. However, Thailand has social values that are subtle and difficult to understand through superficial encounters. CSR was introduced to Thai businesses in the early 2000s, and it soon became a business fad that most people had heard of but did not understand fully. Some suggested that the concept was not new to Thai society; many of the country's large corporations had engaged in CSR for decades (Yodprudtikan, Preeyapant, & Charoenngam, 2006). Taking CSR as altruistic behavior, Thailand and most Asian nations have held this perspective of interdependence for centuries, rooted in village society. In Indonesia, there is *Gotong Royong,* in Singapore *Kampong Spirit,* and in Japan *Mura Shakai.* All of these concepts emphasize duty of oneself to the greater society--the group, the village. Consequently, companies, as members of this village, have run philanthropy programs both actively by conducting company--initiated programs and passively by responding to requests from other groups and organizations. Philanthropy is part of a company's routine and practice because it glorifies entrepreneurs, especially in a hierarchical social context like that found in Thailand.

Altruism is an overlapping part of CSR developed in the west, and village society developed in the east. However, individualist concepts of CSR developed in the west are elaborated on further to CSR as a portion of company strategy, urging companies to integrate CSR as organizational DNA in search of greater competitive advantages. This concept of strategic CSR is new to Thailand's social value system. Thai companies are forced indirectly to digest this concept according to international competition and new business ethics standards. Thus, Thai companies that adopt it interpret the western concept of CSR selectively, resulting in disparate scopes and degrees of engagement. Most Thai people perceive CSR as another mode of marketing, rather than responsibility. To resolve this problem, a clear classification of CSR is needed. Srisuphaolarn (2013) is an early attempt to investigate CSR patterns in Thailand, and by mapping the degree of involvement and the level of strategic objectives of CSR, she reports six types of CSR, described below (Table 1).

Reactive CSR. Reactive CSR is similar to donation or philanthropy, but is largely passive; companies simply respond to requests for donations to the extent that the budget allows. In some companies, projects initiated by individuals were conducted to serve communities, but were limited to small-scale, regional, or branch-specific projects. Motives at this CSR stage were based on ethics, if not self-actualizations of employees.

Turn-key CSR. Turn-key CSR represents higher involvement when responding to requests. In addition to donations, companies use their competencies to ensure higher efficiency of project implementation. This is the case with non-profit organizations that run good-cause activities but lack management skills, and tend to rely on altruistic appeal. Most non-profit organizations do not treat their units as cost centers, relying too heavily on incoming revenue, not operational efficiency. Businesses fill that gap.

Table 1 Typology of CSR Patterns

Characteristics/ CSR Pattern	Reactive CSR	Turn-key CSR	Issue-based CSR	Recipient-based CSR	Integrated CSR
Company's Role	Be responsive to request for donation	Reduce/relieve immediate social problems	Reduce/relieve social problems	Improve standard of living and environments	Improve standard of living and environments
Means	Things/money	Company's resources, especially implicit assets-knowledge, expertise, and competency	Company-initiated independent project(s)	Company and community collaboration	Company products and process
Outcome	Short-term need fulfillment	More effective/ efficient project management	Well-being; better standard of living	Further area development by community initiatives	Greener product/ process; product that contributes to better society
Company's Role	Donor/giver	Assistant to the project	Project initiator and manager	Coach/supporter	Producer and contributors through products
Parties Involved	Representatives of the two organizations (receiver/donor)	Benefit recipient group and company, with company as main actor	Benefit recipient group and company, with company as main actor	Benefit-recipient Group and company with high interaction	Company and society as a whole

Source: Adapted from Srisuphaolarn (2013)

Issue-based CSR. Issue-based CSR represents strategies in which companies develop special projects dedicated to solving or preempting social/environmental problems the same way they develop new products. The process includes idea generation, current situation surveys, target-setting, project implementation, etc. Generally, companies look for social or environmental problems that relate to their products, and the focus is still on external marketing performance.

Recipient-based CSR. Recipient-based CSR represents strategies in which a company assists communities initiate projects to solve problems and increase wellbeing. Generally, targets are the communities that surround the companies or company production sites. During this stage, companies function as assistants or coaches, while the communities are project initiators and drivers. Companies transfer knowhow on project management-for example, Plan-Do-Check-Act cycles, budget projections, and management-to the communities. Close collaboration with local leaders and use of dialog as a tool to build consensus ensure trust and cooperation from communities. During this stage, companies learn that donations are unsustainable. Making donations effective and sustainable requires transferring knowledge to people on the site so they learn how to resolve problems themselves. The focus shifts to human resources development.

Integrated CSR. While companies are conducting the project, getting increasingly involved with people on site, and the problems those people encounter, they gain insights into how to make society better with their products. During this stage, companies integrate CSR into daily operations, having the entire workforce involved in CSR, with a focus on talent management.

This typology of CSR patterns in Thailand is the result of learning the process that companies use while engaging in CSR. Most companies that achieve recipient-based or integrated CSR have been involved in social/environmental problems for three decades. Companies with less CSR experience achieve up to project-based CSR.

CSR Effect on Employees

Top managers in large corporations have recently expressed beliefs that CSR relates to talent management, at least during the recruiting stage. People prefer working for companies that have good corporate citizenship (Copeland, 2003 as cited in Bhattacharya, Sen, & Korschun, 2008), an assertion that is reasonable if taken from the viewpoint of classical theory on human resources management, which contends that hygiene factors matter equally when motivating people to work effectively (Herzberg, 1966). Examples of hygiene factors include workplace environments and peers. Interpreted broadly, workplace environments include company policies regarding other stakeholders. In short, it is whether a company for which employees are working behaves similarly with their beliefs and values.

Thus, if a company conducts CSR in a manner that fits with employees' perceptions of what CSR should be, the company is attractive to both current and prospective employees. To be attractive to current and future employees, a necessary condition for companies who conduct CSR that are attractive to prospect employees is that those people must be aware of the CSR the company sponsors, and they must appreciate those activities (Greening & Turban, 2000; Turban & Greening, 1996). Both are necessary conditions to create positive effects for employees and prospects.

Work Engagement and Organizational Commitment

Indicators used to evaluate the propensity for employees to remain with a company include work engagement and organizational commitment. Literature on these constructs suggests that corporate image, when perceived as ethical, is attractive to employees who share the same values, especially for women (Jones, Willness, & Madey, 2014; Peterson, 2004; Valentine & Barnett, 2003).

Work engagement is crucial to human resources management since it reflects employees' state of fulfillment, and leads to greater efficiencies, higher job satisfaction, and less turnover. Work engagement consists of three elements--vigor, dedication, and absorption (Schaufeli, Bakker, & Salanova, 2006). Vigor represents employees' degree of physical and mental input into work, despite difficulties. Dedication is the degree of

involvement an employee has toward work. Absorption is the degree of concentration and happiness during work, high degrees of which make an employee forget about time (Schaufeli et al., 2006).

On the other hand, organizational commitment means the attachment an employee has to an organization such that he/she works hard and maintains membership for as long as possible (Meyer, Allen, & Smith, 1993). Studies on organizational commitment investigate factors that make employees remain in an organization. According to Meyer and Allen (1991), there are three types of organizational commitment--affective, continuance, and normative. Meyer et al. (1993) describe differences among the three:

Employees with a strong affective commitment remain with the organization because they want to, those with a strong continuance commitment remain because they need to, and those with a strong normative commitment remain because they feel they ought to do so. (p. 539)

From these descriptions of commitment, the affective variety seems to be ideal for employers, and relates to work engagement. Employees have high affective organizational commitment and work engagement because they see the value-fit between the company and themselves (Collier & Esteban, 2007). An organization might have masculine values of strong competition, or a focus on altruistic values. Company values draw people with the same values to apply for a job, or retain these people in the organization. There was research investigated effect of CSR on organizational commitment (Turker, 2009; Valentine & Barnett, 2003). However, it lacks of research that investigates the effect of CSR activities bundles.

Research Framework and Hypotheses

Studies on corporate performance and work engagement/organizational commitment use a corporate performance scale developed from Carroll's (1999) CSR Pyramid. It is a checklist concerning whether a company fulfills responsibilities regarding economic, legal, ethical, and philanthropic areas. To date, studies on CSR performance have been widely done in developed countries (Turker, 2009; Valentine & Barnett, 2003).

However, the scale should be reconfirmed regarding whether it works in developing countries in which there exist disparate institutional contexts (e.g., cultural and economic institutions).

Thus, this study develops the CSR Engagement Scale to measure perceptions of respondents regarding the firm's degree of engagement in CSR activities--what types and to what extent. The scale quantifies the definition and typology of CSR proposed by Srisuphaolarn (2013) so that the typology is valid for research in Thailand. A company normally sponsors more than one CSR project, and each project might represent different degrees of engagement, serving disparate strategic objective among them. Thus, we group companies according to their degree of CSR engagement, and investigate relationships among the groups regarding work engagement and organizational commitment to assess two hypotheses (see Figure 1).

H1: Employee work engagement is different among firms with disparate CSR engagements.

H2: Employee organizational commitment is different among firms with disparate CSR engagements.
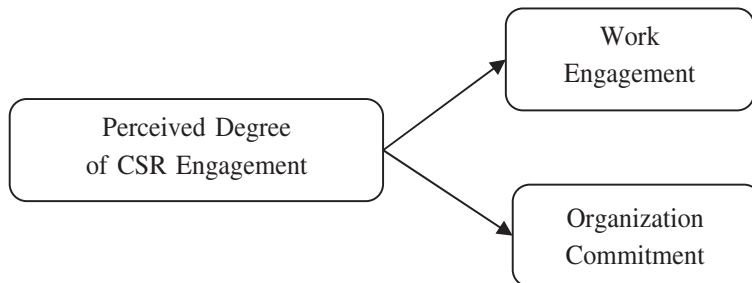

Figure 1 Research framework

Methodology

Three hundred eighty-eight part-time MBA students in major universities in the Bangkok metropolitan area completed surveys. Respondents' ages ranged from 26 to 40 years. The respondents were all employed in the early to middle management positions in the organization (Table 2). Because they were able to pass the selection process and studying in MBA program of major universities, so they were considered to be high potential and valuable workers that the company should appeal and retain. Hence, they were suitable to be the sample in this study.

Table 2   Sample Profiles

		Sample size	Percentage
Gender	Male	139	36%
	Female	249	64%
	Total	388	100%
Age	< 30	245	63%
	30-40	103	27%
	> 40	40	10%
	Total	388	100%
Work position	General Officer	184	47%
	Head or Senior Officer	98	25%
	Managers	106	27%
	Total	388	100%

Respondents completed demographic profiles and characteristics of the firms for which they worked. They then evaluated their firms regarding degree of CSR engagement using 18 items and a 5-point, Likert-type scale (Disagree to Agree). Finally, they rated degree of engagement in work and organization using the same scale. The 18 items that captured CSR activities were developed based on Srisuphaolarn's (2013) qualitative study of CSR in Thailand, nine items regarding work engagement were derived from Schaufeli et al. (2006), and six items for organizational commitment were from Meyer et al. (1993).

Table 3   Construct of CSR Activities

	Factor loadings	Extraction Sums of Squared Loadings		Rotation Sums of Squared Loadings	Crobach's alpha coefficients	Communalities
		Eigen values	% of Variance			
Knowledge transfer						
CSR03	1.078	7.566	42.033	6.659	.874	.873
CSR04	.681					.687
CSR02	.559					.622
Social solution						
CSR12	.796	1.586	8.809	7.051	.883	.611
CSR01	.690					.460
CSR05	.580					.586
CSR14	.518					.602
CSR11	.501					.677
CSR13	.467					.723
CSR in product and process						
CSR18	1.056	.713	3.963	5.381	.908	.958
CSR17	.790					.748
Philanthropy						
CSR09	.898	.782	4.347	6.903	.803	.682
CSR10	.555					.715
CSR08	.543					.496
Passive CSR						
CSR15	.914	.498	2.767	4.105	.757	.766
CSR16	.587					.542
Obligation to country and employee						
CSR07	.534	.402	2.232	1.981	.457	.294
CSR06	.477					.503

Note: See details for each item in the Appendix.

Results

Measuring CSR Engagement

Cronbach's alpha coefficient was calculated to assess reliability of the CSR items. The coefficient was 0.935, suggesting high reliability. Factor analysis with maximum likelihood calculation and promax rotation was then conducted to identify the CSR construct. Results suggest that the scale consists of six factors, including CSR related to knowledge transfer, social solution, CSR in product and process, philanthropy, passive CSR, and obligations to country and employee. The Kaiser-Meyer-Olkin (KMO) index of the analysis was 0.933, and the Cronbach's alpha coefficients for the five factors ranged from 0.475 and 0.908, suggesting acceptable internal reliability (Table 3).

Firm Categorization by CSR Activities

Summated factor scores for all five factors were calculated and applied in K-mean cluster analysis as a criterion to classify respondents. Results from cluster analysis suggest that respondents can be classified into five types of firms, according to combinations of CSR their companies perform; they are follow-the-herd, CSR spirit, Friedman's ideal, CSR DNA, and philanthropic firm (Table 4).

Table 4 Firm Categorization by Bundles of CSR Activities

	Follow the herd	CSR spirit	Friedman's ideal	CSR DNA	Philanthropic firm
Knowledge transfer	3.107	3.797	1.600	4.186	2.305
Social solution	3.370	4.051	1.959	4.366	2.922
CSR in product and process	3.189	3.645	1.800	4.194	2.227
Philanthropy	2.797	4.397	1.678	4.407	3.989
Passive CSR	2.746	2.375	1.656	4.070	2.372
Obligation to country and employee	3.932	4.315	3.433	4.494	3.862
Sample size	118	92	45	86	47

Friedman's ideal firms follow neo-classical economist Friedman strictly; the only responsibility of a company is to make profit. They conduct no other CSR activities other than paying taxes and employee welfare. Philanthropic firms meet the minimum requirement by the legal and tax regulation, as well as donation and other philanthropic activities. Follow-the-herd companies conduct CSR that addresses societal issues or community problems by using some of the company's knowledge and innovating products and processes. Firms that fall into the CSR spirit category conduct CSR in nearly every area, in a self-initiated manner. CSR DNA describes firms that conduct CSR in every area, in both self-initiated and responsive-to-the-request manners.

CSR Activities and Work Engagement versus Organizational Commitment

The 9-item work engagement and 6-item organizational commitment constructs were assessed using factor analysis with maximum likelihood calculation and promax rotation. Results presented in Table 5 suggest a one-dimensional construct of work engagement, with a Cronbach's alpha coefficient of 0.929 and a KMO index of 0.929.

Table 5 Measurement of Work Engagement

	Factor loadings	Extraction Sums of Squared Loadings		Rotation Sums of Squared Loadings	Cronbach's alpha coefficients	Communalitites
		Eigen values	% of Variance			
Work engagement 03	.845	5.432	60.354	-	0.929	.714
Work engagement 04	.843					.711
Work engagement 02	.836					.698
Work engagement 05	.829					.687
Work engagement 01	.814					.663
Work engagement 09	.778					.606
Work engagement 07	.767					.588
Work engagement 06	.707					.500
Work engagement 08	.515					.265

Note: See details for each item in the Appendix.

The Cronbach's alpha coefficient for organizational commitment was 0.831. Results shown in Table 6 reveal a two-dimensional construct, including short-and long-term organizational commitment. The KMO index was 0.781, and the Cronbach's alpha coefficients were 0.860 and 0.849, respectively.

Table 6   Measurement of Organizational Commitment

	Factor loadings	Extraction Sums of Squared Loadings		Rotation Sums of Squared Loadings	Cronbach's alpha coefficients	Communalities
		Eigen values	% of Variance			
Short-term Org_commitment						
Org_commitment 04	.912	2.948	49.137	2.477	.860	.812
Org_commitment 03	.777					.588
Org_commitment 05	.776					.636
Long-term Org_commitment						
Org_commitment 01	.862	1.086	18.098	2.421	.849	.725
Org_commitment 06	.821					.750
Org_commitment 02	.747					.524

Note: See details for each item in the Appendix.

Table 7 shows correlations among CSR activities, work engagement, and organizational commitment, calculated using summed scores for these variables. All types of CSR correlated highly with short-term organization commitment, followed by work engagement and long-term organization commitment. Comparing results among types of CSR, employees perceived obligation to country and employees as most related to work engagement and organizational commitment, both in the short-and long-terms. Regarding work engagement, the second highest score fell into the social solution type of CSR, followed by CSR in product and process, knowledge transfer, and philanthropy. Regarding organizational commitment, the rank of highest scores was different. The passive type of CSR had the smallest correlation with short-term organizational commitment, and did not correlate with long-term organizational commitment.

Table 7 Correlation between CSR Activities and Work Engagement and Organizational Commitment

	Knowledge transfer	Social solution	CSR in product and process	Philanthropy of	Passive CSR	Obligation to country and employee
Work engagement	.310**	.319**	.312**	.305**	.282**	.335**
Short term Org_commitment	.409**	.496**	.440**	.429**	.294**	.374**
Long term Org_commitment	.123*	.242**	.175**	.195**	.000	.272**

*p < 0.05 (2-tailed); **p < 0.01 (2-tailed).

Scores for work engagement, and short- and long-term organizational commitment, were compared across the five groups of firms. According to Table 8, firms that conducted CSR in every aspect (CSR DNA) and firms that self-initiated CSR were the best performers in terms of work engagement and organizational commitment. Although CSR DNA companies performed better regarding work engagement than CSR spirit types of companies did, and performed approximately the same as CSR spirit companies concerning short-term organizational commitment, they did not perform better regarding long-term organizational commitment. One explanation lies in strong leadership perceived in CSR DNA type companies, and that Thai people value strong leadership. Rooted in a patronage society, working under strong leaders represents a stable work life, with generous welfare; strong leadership implies protection.

Table 8 Degree of Work Engagement and Organizational Commitment for Respondents in Firms with Difference Bundle of CSR Activities

	Follow the herd	CSR Spirit	Friedman's ideal	CSR DNA	Philanthropic firm
Work engagement	3.182	3.534	2.815	3.722	3.225
Short-term Org_commitment	3.138	3.703	2.393	3.756	3.050
Long-term Org_commitment	3.237	3.688	2.830	3.322	3.248

The next best CSR performance came from follow-the-herd and philanthropic firm companies. It is surprising that spending money on CSR without using the firm's core competencies--companies that hire third parties to conduct CSR--renders an outcome similar to that found in merely philanthropic firm. This reveals that investment in superficial CSR might be useful for corporate public relations, but is not useful to maintaining or attracting talents. A company must have a clear position and direction regarding what it is aiming for, and work on it profoundly from within. CSR investment pays off least in firms that follow the neo-classical economic doctrine strictly, believing that a company's only responsibility is making profit, not extending to social or environmental issues since those problems are responsibilities of government. These companies contend that they have obligations to only government and employee welfare.

Conclusion and Discussion

Although practitioners, especially in Thailand, are struggling to identify what CSR is--and often lose direction regarding this matter--this study classifies CSR into detailed combinations of CSR activities, which lead to informative analyses on the influence of different types of CSR on employees. We argue that CSR performance yields the best outcomes in terms of work engagement and organizational commitment only when a company conducts CSR in an integrative manner.

If a company merely fulfills minimum requirements by law--paying taxes and taking care of employee welfare--and does not pay attention to other aspects of CSR, work engagement and organizational commitment are lowest. Conducting CSR by hiring a third party yields the same outcomes as philanthropy, but it is not the best way to convince employees to remain with the organization.

Although the social solution type of CSR had the highest influence on work engagement and short-term commitment, CSR in product and process had the least correlation with long-term organization engagement. This might relate to how employees intepret CSR. If they view CSR as part of their jobs, they might not realize that they are engaging in CSR. They value CSR as extra-mile activties that require personal sacrifice, and companies that conduct in-process CSR should also conduct internal marketing with employees to boost morale.

Employees might value CSR as extra-mile activities that require personal sacrifice. Hence, companies those conduct in-process CSR should also conduct internal marketing with employees to explain that CSR is not confined to extra-work activities but also include responsibility at work, i.e., producing and delivering goods and services in responsible and accountable manner.

Limitations and Future Research

This study highlights the effect of disparate CSR on work engagement and organizational commitment, but it includes some limitations. The authors did not analyze effects from firm characteristics, which might moderate results. These characteristics include firm size, industry, and nationalities of ownership, which might affect management style. This paper investigates work engagement and organizational commitment, but does not examine employee engagement, a recently popular concept among practitioners (Albdour & Altarawneh, 2014; Moussa, 2013; Saks, 2006). Further research on relationships among the three concepts and CSR would be useful to gain more insights into non-financial effects of CSR. We have identified the influence of CSR content that companies conduct with employees, and suggested future research to investigate the influence of CSR content on other stakeholders, including consumers, prospective employees, and investors, so that a more comprehensive view of CSR is achieved.

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Appendix

CSR activities measures

CSR01   Respond to near-by communities request for annual event, e.g., New Year Party, by donating money or things.

CSR02   Help resolving near-by communities' problem by offering company's technology, expertise, and/or relevant knowledge.

CSR03   Transfer the project management to the target communities

CSR04   Act as liaison between communities and the other organization network e.g., NPO, NGO, learning centers.

CSR05   Encourage employees to participate volunteer projects

CSR06   Periodically improve and upgrade employee welfare (work environment and fringe benefit

CSR07   Pay tax as required by law

CSR08   Have training course on life-long learning and culture

CSR09   Company's CSR activities address social problems

CSR10   Company's CSR activities address economic problem of the communities, e.g., career development

CSR11   Company's CSR activities address environmental problems, e.g., draught, sustainable development

CSR12   Company's CSR activities address ad-hoe problem--disaster, e.g., flood

CSR13   Encourage the communities to start a project to resolve their communities' problems and support until the projects are done.

CSR14   CSR is the company policy since founded

CSR15   Company CSRs activities are inspired or persuaded by other organization

CSR16   Company's CSR activities are initiated by employees or near-by communities

CSR17   Conduct product innovation focusing on impact to society and environment

CSR18   Conduct process innovation focusing on impact on society and environment.

Work engagement measures

Work engagement 01   At work, I feel bursting with energy.

Work engagement 02   In my job, I feel strong and vigorous

Work engagement 03   When I get up in the morning, I feel like going to work.

Work engagement 04   I am enthusiastic about my job.

Work engagement 05   My job inspires me.

Work engagement 06   I am proud of the work I do.

Work engagement 07   I feel happy when I am working intensely.

Work engagement 08   I am immersed in my work.

Work engagement 09   I get carried away when I'm working.

Organizational commitment measures

Org_commitment 01   I would be very happy to spend the rest of my career with this organization.

Org_commitment 02   I really feel as if this organization's problems are my own.

Org_commitment 03   I do not feel a strong sense of 'belonging' to my organization (R).

Org_commitment 04   I do not feel 'emotionally attached' to this organization (R).

Org_commitment 05   I do not feel like 'part of the family' at my organization. (R).

Org_commitment 06   This organization has a great deal of personal meaning for me.