The Mediating Effects of Work Engagement and Organizational Citizenship Behavior on the Relationship between CSR Reputation and Contextual Performance in MSMEs

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Abstract

Work engagement and organizational citizenship behavior is the most widely researched topic in the field of organizational behavior. The main objective of this research is to study the relationship between CSR reputation and contextual performance by mediating work engagement and organizational citizenship behavior toward the organization in Micro, Small, and Medium Enterprises (MSMEs). A probability sampling technique was used in this study with stratified random sampling. This study was conducted in Thailand with a sample of 421 employee respondents. These findings suggest that CSR reputation positively affects contextual performance by two mediators which are work engagement and organizational citizenship behavior toward the organization. Therefore, this research suggests the importance of how to enhance the contextual performance of employees with work engagement and organizational citizenship behavior toward the organization on CSR reputation.

Keywords: CSR Reputation, Work Engagement, Organizational Citizenship Behavior Toward the Organization, Contextual Performance

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Introduction

Corporate social responsibility (CSR) has been growing significantly (Crawford and Scaletta, 2005) and CSR is increasingly important for organizations as they become aware of its many advantages to their operations, personnel, communities, and the environment. Being a good corporate citizen is a goal that many prosperous organizations value increasingly (Nexia, 2018). Literature reviews demonstrate that all organizations have an impact on society and the environment through products, services, and operations with the interaction of stakeholders. Thus, CSR is critically important to all companies including small and large companies (Hopkins, 2003; Roche, 2002; Williams, 2005). However, it seems that there has not been as much research done regarding CSR's role in micro, small, and medium enterprises (Perrini et. al., 2006; Schaper and Savary, 2004; Vyakarnam et. al., 1997).

The evidence suggests that the implementation of CSR strategies affected employees significantly (Aminudin, 2013). While an organizational citizenship behavior perspective was embraced by some CSR research, they largely focus on how CSR impacts prospective employees and increases corporate attractiveness. (Greening and Turban, 2000). Micro, small, and medium enterprises (MSMEs) in Thailand play a critical role in the GDP of MSMEs in 2021 grew by 3.0%, valued at 5,603,443 million baht and accounting for 34.6% of total GDP and affecting 12,601,726 employees who are employed in these sectors which are service, commercial, and manufacturing sectors (OSMEP, 2021).

This research aims to study the relationship between CSR reputation and contextual performance by mediating work engagement and organizational citizenship behavior toward the organization. This research contributes to the literature by studying the relationship between CSR reputation, work engagement, organizational citizenship behavior toward organization, and contextual performance in micro, small, and medium enterprises (MSMEs) to comprehend the direction of how to enhance contextual performance. The outcome of this study is able to assist CEOs, CSR managers, and entrepreneurs who have authority in decision-making in CSR projects able to organize CSR projects effectively and use limited resources well, to understand employees how to manage them to engage in CSR activities and enhance the job performance of employees in the organization effectively.

Research Objective

1. To study the relationship between CSR reputation and contextual performance by mediating work engagement and organizational citizenship behavior toward the organization in Micro, Small, and Medium Enterprises (MSMEs)

2. To contribute to the literature by studying the relationship between CSR reputation, work engagement, organizational citizenship behavior toward the organization, and contextual performance in micro, small, and medium enterprises (MSMEs).

3. To comprehend the direction on how to enhance contextual performance from CSR reputation.

Research Scope

This research focuses on the studying of micro, small, and medium enterprises (MSMEs) in Thailand. The data was gathered from respondents who work in MSMEs and used a questionnaire as a quantitative method for data collection by examining the mediating effects of work engagement and organizational citizenship behavior toward the organization. This research aims to study the influence of CSR reputation on job performance (contextual performance). The outcome will be used to assist CEOs, CSR project managers, and entrepreneurs to have more comprehension of how to manage employees to engage in work and CSR activities in the organizations and enhance their job performances.

Literature Review

In Thailand, corporate social responsibilities (CSR) are considered important for stakeholders and the public in Thailand. Many companies adopt CSR and convert it into the community, environmental, and educational initiatives. Moreover, CSR has become more crucial to advancing other organizations' sustainable development. Stakeholder engagement efforts have acknowledged the significance of CSR operations in the organization (Kraisornsuthasinee and Swierczek, 2006). The contextual performance aspect of corporate social responsibility (CSR) in Thailand is the subject of a few studies. The majority of the research prioritized financial achievement over an employee's performance in terms of employee engagement. Thus, to improve the understanding of CSR on stakeholder engagement, such as an employee's contextual performance and the relationship between organizational citizenship behavior toward the organization from CSR engagement, this study is important from the perspective of Thailand in MSMEs.

CSR Reputation and Work Engagement

Literature reviews indicate that employees' perceptions of the company's positive CSR reputation influence whether they prefer to participate in the activities that the company offers and whether they prefer to work for the company due to their positive attitudes toward the CSR reputation of their employers. Furthermore, literature reviews define CSR reputation affects the work engagement of employees because CSR is able to enhance work engagement by motivating employees to have better motivation, better morale, more commitment, and enhanced loyalty to

the organization (Branco and Rodrigues, 2006). The social identity theory (SIT) suggests that the company's CSR initiatives could contribute to a significant relationship because CSR fosters employee identities in ethics and social values that they can share with their employers (Rupp, 2011). The outcome of previous studies demonstrates the potential value of SIT as a framework for comprehending how employees engage in the organization's CSR (Brammer et. al., 2007; Collier and Estaban, 2007; Crawshaw et. al., 2014; Mueller et. al., 2012; Turker, 2009).

The finding of Branco and Rodrigues (2006) also explains how companies with a strong CSR reputation foster better relationships with third parties by luring in employees who would perform better, boost morale among current staff members, increase commitment, increase engagement, and increase loyalty to the business. Employees decide to engage based on their perceptions of the company's commitment to social responsibility. This current research realizes that it is essential to have more comprehension of how to enhance higher work engagement from CSR reputation at the companies and there are few studies in MSMEs in Thailand about CSR reputation while the company's investment in socially responsible practices is seen positively by employees, who are more engaged at work. (De Roeck and Delobbe, 2012; Rupp et. al., 2006; Trevino et. al., 2008).

Work Engagement and Organizational Citizenship Behavior Toward the Organization

Behaviors that directly help the organization are referred to as organizational citizenship behavior toward the organization (OCBO). Employees should defend the organization when other employees criticize it, express loyalty to the company, show pride when representing the company in public, and keep up with developments in the field. OCBO refers to employees attending functions that are not required but help the organization's image, offering ideas to improve the functioning of the organization, and taking action to protect the organization from potential problems (Podsakoff et. al., 2000; Williams and Anderson, 1991). Many companies experience employee misbehavior, so they look for initiatives that focus on employee engagement and learn how to improve organizational citizenship behaviors. Because engaged employees are joyfully active and experience their work from engagement in CSR and work engagement, two constructs of organizational citizenship behaviors (OCBs) which organizational citizenship behavior toward the individual (OCBI) and organizational citizenship behavior toward the organization (OCBO) have recently attracted greater attention and play a critical role (Joo et. al., 2017).

Additionally, previous studies discuss the connection between organizational citizenship behaviors (OCBs) and work engagement by indicate proposed a significant positive relationship (Allen and Meyer, 1990; Ariani, 2013; Dalal, 2005; Gaetani et. al., 2019; Hui et. al., 2000; Kelloway et. al., 2002; Qawasmeh, 2018; Rurkkhum and Bartlett, 2012; Sackett et. al., 2006; Saks, 2006; Van et. al., 2000; Williams and Anderson, 1991) but do not explicitly identify that it is OCBI or OCBO dimension from OCBs. To have more comprehension of specific dimension on OCBO, this current research study

works on engagement and OCBO to have more understanding of this dimension because previous research concentrates OCBs in the overview.

In the current study, the social exchange theory is used to explain the connection between corporate citizenship behaviors and work engagement (Sak, 2006). The finding of Sak (2006), corporate citizenship behaviors and work engagement are positively correlated. Employees in a variety of jobs and organizations were surveyed by Sak (2006), who found that participants had significantly higher work engagement due to job characteristics and organizational support, which together account for a sizable portion of the variation in operational employee engagement and lead to higher in organizational citizenship behaviors.

Organizational Citizenship Behavior Toward the Organization and Job Performance

Organizational citizenship behaviors (OCBs) are divided into two dimensions: organizational citizenship behavior toward the individual (OCBI) which is behavior that benefits peers and coworkers. Organizational citizenship behavior toward the organization (OCBO) is behavior that benefits the organization as a whole (Goo et. al., 2019). The survey is based on a questionnaire about state-owned firms, private enterprises, and foreign-funded enterprises and is based on the theory of organizational citizenship behavior (Yao and Mingchuan, 2010). These findings indicate the linkage between organizational citizenship behavior and performance; the findings demonstrate that organizational citizenship behaviors not only have an impact on overall performance but also have an effect on an employee's individual performance. Organizational citizenship behavior toward the organization (OCBO) suggests actions that immediately benefit the organization. Employees defend the organization when other employees criticize it, express loyalty to the company, show pride when representing the company in public, and keep up with developments in the industry. According to OCBO, employees also offer ideas to improve the functioning of the organization and take action to protect it from potential problems about the organization (Podsakoff et. al., 2000; Williams and Anderson, 1991).

Furthermore, previous research suggests a positive relationship between organizational citizenship behaviors (OCBs) and job performance. OCBs are favorably connected with job performance. Because they found that OCBs would immediately improve their employees' job performance, firms were advised by this study to implement a good job performance appraisal system (Rahman and Karim, 2017). This research fills the gap in to study of the OCBO dimension on contextual performance because OCBO directly benefits the organization and contextual performance is extra-role performance. Previous studies are not specified explicitly study on each dimension but study two dimensions in the overview of job performance while each dimension has benefits to job performance positively but distinct dimensions. Moreover, job performance can be classified into two types include task performance and contextual performance (Motowidlo and Van

Scotter, 1994). Some research focuses only on how to enhance task performance and some previous research did not include contextual performance in their analysis since they believe that task performance was a key factor in the success of their investigations while contextual performance is not included in their analysis (Chiaburu et. al., 2017; William and Anderson, 1991).

Previous studies indicate that employees should have higher contextual performance, which is related to people's propensity to perform in a way that supports the psychological and social contexts of a company or organization. Contextual performance also known as extra-role performance represents employees investing energy in their work role (Borman and Motowidlo, 1993). Thus, this current research fills the gap to study the specific dimension of job performance with contextual performance to understand how to enhance employees to do an extra role in companies that are able to enhance employee performance effectively.

Research Methodology

Research Design

For the research design, this study used quantitative techniques to gather and analyze data. (Creswell, 2003). The secondary published information is a foundational part of the study design.

Population and Sample

For sample size and data collection, this research selected stratified sampling as a form of sampling, and data were collected from the employees who work in micro, small, and medium enterprises (MSMEs) from 30 provinces selected from 6 zones in Thailand that are 5-ranking highest number of populations in Thailand.

Research Instrument

The questionnaire was designed to examine the association between CSR reputation, which is the independent variable, work engagement (WE) is the first mediating variable, organizational citizenship behavior toward the organization (OCBO) is the second mediating variable, and contextual performance (CP) which is the dependent variable.

This research uses a Likert scale by respondents answer the questions in the questionnaire using a rating range from 1 to 5 agreement level because a five-point Likert-type scale was used to increase response rate and response quality along with reducing respondents' "frustration level" (Babakus and Mangold, 1992). All the latent variables of this study were measured using agreement level to a statement in five points Likert scales: (1) Strongly disagree; (2) Disagree; (3) Neither agree nor disagree; (4) Agree; (5) Strongly agree.

According to Harman's single-factor testing, this research was tested by loading all items of all variables into a single factor, the analysis showed that the total variance of the single factor was 34.41%, which is less than 50% of the variance among variables. This indicates that common method

bias was not detected in this data set (Simmering et. al., 2015). This research measures the validity test with IOC (the index of item-objective congruence) from five experts by the evaluation using the index of item-objective congruence (Rovinelli and Hambleton, 1977). This test is the process that content experts rate the individual items based on the degree to which they measure specific objectives listed by the test developer. The IOC value is suggested to be higher than or equal to 0.5 by Rovinelli and Hambleton (1997), suggesting that the questionnaire question has a good measurement. According to this study, the IOC value of 0.85 is respectable and indicates that the questionnaire has accurate measurement.

Data Collection

Questionnaires were delivered and a total of 421 responded.

Data Analysis

Data analysis for this study involved examining the mediating effects (i.e., indirect effects) of CSR reputation on contextual performance through serial mediators (work engagement and organizational citizenship behavior toward the organization). This research uses the PROCESS macro for SPSS for serial multiple mediations. This procedure allows the study of the direct and indirect effects of x on y while modeling a process in which x causes M1, which, in turn, causes M2, concluding with Y as an outcome. For this study, the researcher adopted this model with X representing CSR reputation, Y representing contextual performance, M1 representing work engagement, and M2 representing organizational citizenship behavior toward the organization. This study uses the macro' model 6 which defines this logical, causal sequence with two mediators. The indirect effect is significant (at alpha =.05) if its 95% confidence interval does not encompass zero.
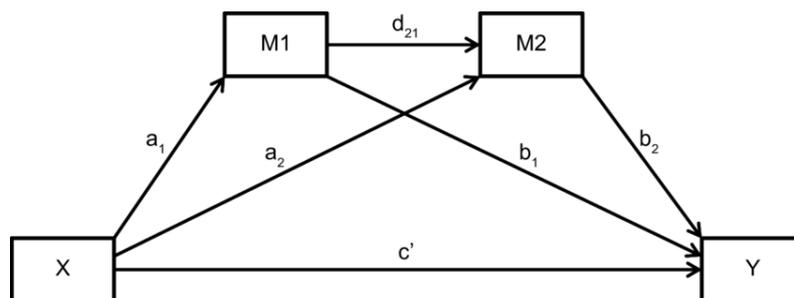

Figure 1 Statistical diagram of multiple mediation model 6 (Preacher and Hayes, 2008)

Findings

Preacher and Hayes's (2008) Model 6 was used to test the serial multiple mediation predictors about the indirect effect that CSR reputation on contextual performance. The results show support for serial multiple mediations (β = 0.17; SE = 0.03, 95% CI: 0.12, 0.23), CSR reputation

has a significant indirect effect on contextual performance via work engagement and organizational citizenship behavior toward the organization as mediators. The alpha coefficient for the four items is 0.86.

Table 1 Result of Indirect Effect (s) of X on Y

Effect (s)		SE	LLCI	ULCI	Significance
Total	0.47	0.05	0.38	0.56	Yes
Ind1	0.16	0.03	0.10	0.22	Yes
Ind2	0.14	0.03	0.08	0.20	Yes
Ind3	0.17	0.03	0.12	0.23	Yes

Note: Lower-level confidence interval (LLCI) and Upper-level confidence interval (ULCI)

Table 2 Indirect Effect (s) of X on Y

Ind1	CSR Reputation--> Work Engagement--> Contextual Performance
Ind2	CSR Reputation- - > Organizational Citizenship Behavior toward the Organization- - > Contextual Performance
Ind3	CSR Reputation--> Work Engagement--> Organizational Citizenship Behavior toward the Organization--> Contextual Performance

Note: The analysis was done using SPSS Process Macro with 5,000 bootstrap samples.
Coefficients are unstandardized.

This study assists CEOs, CSR project managers, and entrepreneurs to have more comprehension of the engagement of employees and how to manage them to improve work engagement, enhance OCBO, and enhance contextual performance in MSMEs, which is crucial in the context of giving management insight into employee behaviors and attitudes about CSR. This study demonstrates a highly significant positive relationship between CSR reputation, contextual performance, work engagement, and organizational citizenship behavior toward the organization. This finding is necessary and explains that a company able to improve the efficiency of its employees by motivating employees to have higher work engagement while enhancing its CSR reputation to employee perception. When employees have a high CSR reputation because the company commits to using a substantial portion of its profits to help community groups and being a good company's reputation for socially responsible behavior that is above average for the industry. The outcome of a high CSR reputation affects employees to put a lot of effort into their work, pay a lot of attention to work, feel positive about their work, attend functions that are not required but that help the organizational image, take action to protect the organization from potential problems, and express loyalty toward the company. The outcome of contextual performance from high CSR reputation, work engagement,

and OCBO affect employees to do extra roles by they help other employees with their work when they have been absent, helping others when their workload increases (assisting others until they get over the hurdles), and willing attend functions not required by the organization but helps in its overall image. This study provides important information to decision-makers involved on how to enhance contextual performance effectively and motivate them to remain, loyal, committed, and engage with their company. It also provides a useful reference for future researchers on this topic.

Suggestion

This study gets attention in MSMEs without specifying the business sectors. As a result, the data gathered from respondents who work in MSMEs shows that the results may be different if respondents are classified in specific business sectors in terms of the attitudes and behaviors of the employees. In this study, the only tool used for data collecting is a questionnaire. In the future, the researcher intends to conduct qualitative interviews with employees to better understand their attitudes and behaviors regarding how to improve job performance (contextual performance) with CSR reputation. The interviews would provide a deeper understanding of the attitudes and behaviors of each respondent. For future research, the researcher should study specific sectors of MSMEs which are the trading sector, service sector, manufacturing sector, and agribusiness sector to get a specific direction on how to enhance employee engagement and enhance job performance in each business sector.

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