

The Impact of Organizational Citizenship Behaviors on the Relationship between CSR Perception and Contextual Performance in Textile Industry

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Received: 19 November 2023

Revised: 30 November 2023

Accepted: 17 December 2023

Abstract

The investigation of corporate social responsibility and organizational citizenship behavior has garnered significant attention from both practitioners and academics, leading to the development of organizational behavior research. The objective of this research is to investigate the impact of CSR perception on contextual performance in the textile sector in Thailand, with a particular focus on the mediating role of organizational citizenship behaviors. This study employed a probability sampling technique, which is stratified random sampling. The present study was carried out in the country of Thailand, with a sample size of 335 employees who were employed and participated as respondents. The results of this study indicate that the perception of CSR has a beneficial impact on contextual performance. This relationship is mediated by organizational citizenship behaviors. Hence, the research indicates the significance of improving contextual performance through the incorporation of organizational citizenship behaviors, as perceived through the lens of CSR.

Keywords: CSR Perception, Organizational Citizenship Behaviors, Contextual Performance

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Introduction

Corporate social responsibility (CSR) traces its origins back to stakeholder theory, as discussed by Carroll (1991) and Freeman (1984). Based on the fundamental principle of stakeholder theory, the enduring worth of a corporation is contingent upon not only its interactions with investors, customers, and other stakeholders but also the expertise, skills, and dedication exhibited by its employees (Wheeler and Sillanpää, 1997). Employees are seen as important stakeholders to whom the firm has a strong obligation. This implies that employees possess substantial authority and legitimacy that can be used to exert influence over the firm (Greenwood, 2007). Previous research provides valuable insights for CEOs, CSR project managers, and entrepreneurs regarding employee engagement and management strategies to enhance contextual performance in micro, small, and medium enterprises (MSMEs), improve overall corporate social responsibility (CSR), and foster employee engagement. Such knowledge is essential for management to gain a deeper understanding of employee attitudes and behaviors regarding CSR by explaining how CSR improves employee performance (Pongvachirint, 2022).

The objective of this study is to make a scholarly contribution by examining the relationship between the perception of CSR, organizational citizenship behaviors, and contextual performance within the textile industry. The aim is to gain a comprehensive understanding of how to improve contextual performance. This knowledge can be valuable for CEOs, CSR managers, and entrepreneurs who possess decision-making authority in CSR initiatives. By effectively organizing CSR projects and efficiently utilizing limited resources, these individuals can effectively enhance the job performance of employees within the organization.

This study focuses on the textile industry in Thailand due to the substantial contribution of this sector to the country's gross domestic product (GDP) and export earnings. In the year 2022, Thailand witnessed a rise in the export of apparel and textile materials, with a total value of roughly 6.9 billion U.S. dollars. This figure represents an increase compared to the previous year. Thailand's primary exports in the apparel and textile industry encompass artificial fibers, yarns, and finished garments (Statista, 2023). Moreover, the textile industry is the major manufacturing sector in Thailand. The labor force in Thailand is renowned internationally for its exceptional craftsmanship. In 2022, the aggregate workforce employed in textile and apparel manufacturing facilities in Thailand reached a figure of over 406,000 individuals. The majority of these employees were engaged in the production facilities of ready-to-wear clothing, with a total of approximately 206,000 individuals (Statista, 2023). As a result of this research, the textile industry. Entrepreneurs will possess a heightened comprehension of their employees and how to effectively manage them in order to promote CSR and improve their job performance.

Literature Review

CSR in Thailand

Many organizations strive to cultivate a sense of organizational attachment among their employees as a means to mitigate turnover rates. In pursuit of this objective, it is worth noting that a favorable corporate social responsibility (CSR) perception has the potential to attract favorable attention from both existing and potential employees (Turban and Greening, 1996). According to Sims and Keon (1997), the presence of an ethical work atmosphere inside an organization has been found to be associated with several positive outcomes. These include increased levels of trust among employees towards the company, enhanced employee commitment, reduced rates of absenteeism and turnover, improved productivity, a more favorable attitude towards work, and the promotion of ethical conduct among employees.

There are no substantial records indicating when or how CSR was implemented in Thailand. Prayukvong and Olsen (2009) argue that Thai enterprises have shown notable CSR endeavors following the 1999 World Trade Organization Ministerial Meeting. These efforts were mainly manifested through the utilization of discussion forums, seminars, and training sessions. The sessions centered around the concept of corporate social responsibility (CSR), emphasizing the crucial measures that corporations should undertake to demonstrate their dedication and assume complete accountability, encompassing not just economic considerations but also environmental and social dimensions (Prayukvong and Olsen, 2009).

In recent times, there has been a notable increase in the adoption of CSR initiatives, not only by multinational firms but also by domestically held Thai enterprises. As a result, the concept of corporate social responsibility (CSR) has garnered acknowledgment among Thai business owners and extended beyond the scope of philanthropic and discretionary initiatives. Following that, corporate social responsibility (CSR) was integrated into company strategies and customized to align with the unique conditions of Thailand.

According to Prayukvong and Olsen (2009), Thai firms have recognized the advantages of engaging in corporate social responsibility (CSR) initiatives. These initiatives have been found to contribute to the development of favorable perceptions, goodwill, and community trust towards the companies, ultimately enhancing their reputations and images. In Thailand, numerous working groups, governmental entities, and public organizations have been established with the aim of advancing the development and dissemination of corporate social responsibility (CSR) policies and practices. The Thai government has also promoted the adoption of corporate social responsibility (CSR) policies inside Thai firms (Rajanakorn, 2012). Corporate social responsibility (CSR) has received considerable scholarly interest in the business sector of Thailand for a considerable period of time.

An increasing number of corporate social responsibility (CSR) events, CSR awards, governmental initiatives, and ISO 26000 compliance have all been established (Wedel, 2007).

The introduction of the SET-CSR awards for listed companies can be traced back to the year 2006 when the Stock Exchange of Thailand (SET) implemented this project. The primary objective of establishing the CSR Institute was to promote the extensive implementation of corporate social responsibility (CSR) principles throughout the country. The purpose of this study was to investigate the corporate social responsibility (CSR) initiatives undertaken by Thai companies that were honored with CSR awards by the Stock Exchange of Thailand (SET) in 2006. This research aims to contribute to the existing body of CSR knowledge in Thailand, recognizing the importance of such information in the current context.

CSR Perception and Organizational Citizenship Behaviors

The notion of CSR perception concerns the assessment of an organization's participation in corporate social initiatives, which might be driven by altruism or alternative considerations (Miller et al., 2018). Stakeholders can assess the degree to which a company is perceived as having engaged in social activities in accordance with CSR. Previous studies have proposed that a company can foster a favorable perception of its CSR among its stakeholders by designating CSR perception as either exceptional or inadequate with regard to its CSR endeavors (Lange and Lee, 2011). CSR perception pertains to the extent to which a company invests in corporate social activities; it may be influenced by altruism or alternative motivations (Miller et al., 2018). Previous research suggests that whether a company is perceived favorably or unfavorably in terms of its CSR activities influences stakeholders' perceptions of its CSR performance (Lange and Lee, 2011).

Organizational citizenship behaviors (OCBs) are another construct that pertains to discretionary individual behavior that is not explicitly acknowledged by the formal incentive system but collectively contributes to the efficient operation of the organization (Organ, 1988). The examination of OCBs is of considerable importance owing to the influence they have on work performance. Organizational citizenship behavior toward individuals (OCBI) and organizational citizenship behavior toward the organization (OCBO) are the two dimensions of organizational citizenship behavior that have the greatest impact on job performance.

Williams and Anderson (1991) presented a categorization of the notion of organizational citizenship behaviors (OCBs) into two separate categories: individual OCBs (OCBI) and organizational OCBs (OCBO) to expressly explain their activities distinctly. The term "organizational citizenship behavior toward individuals" (OCBI) refers to actions taken by individuals within an organization that benefit their peers and coworkers in order to advance the organization's overall well-being (Williams & Anderson, 1991). In addition, OCBI refers to the voluntary actions exhibited by employees who are eager to dedicate their time and support to their colleagues when they encounter work-related

difficulties. This covers personnel who show flexibility in changing their work schedules to meet the requests for time off from their fellow employees.

Furthermore, OCBI comprises personnel who allocate their time towards assisting others in resolving both work-related and non-work-related matters. Moreover, it covers personnel who provide support by supporting their colleagues with their job obligations. Furthermore, OCBI comprises employees who willingly share their personal items with others to facilitate their job activities. Lastly, it comprises employees who provide their support to colleagues who have been absent from work. However, another component is organizational citizenship behavior toward organizations (OCBO), which constitutes an additional facet of OCBs (Williams and Anderson, 1991). OCBO comprises actions that contribute directly to the advancement and well-being of organizations. Moreover, OCBO comprises a variety of discretionary behaviors executed by staff members, which while not mandatory, serve to bolster the standing of the organization.

The aforementioned behaviors consist of employees actively proposing concepts to improve the operation of the organization, implementing preventative measures to protect the organization from potential problems, defending the organization in the face of internal criticism, displaying loyalty and pride when representing the organization in public, and remaining informed about the most recent developments occurring within the organization (Podsakoff et al., 2000; Williams and Anderson, 1991).

Organizational Citizenship Behaviors and Contextual Performance

Contextual performance refers to contributions made by an individual that extend beyond the technical requirements of the job and have an impact on the organizational, social, and psychological environment (Borman et al., 2001; Dorsey et al., 2010; Hoffman and Dilchert, 2012). These contributions are cited as helping the organization achieve its aims. Additionally, contextual performance is an essential element of overall job performance. Scholars and practitioners concur that job performance transcends what is deemed essential for task execution. It is anticipated that personnel will exceed the obligations outlined in their job description (Nini, 2019). Contextual performance contributes to the enhancement of the work environment through the promotion of more robust social networks.

Employees' contextual performance has an impact on the culture and environment of a company. Contextual performance has the capacity to influence an organization because individuals take on extra duties, endure excitement, collaborate, and encourage others (Motowidlo and Schmit, 1997). Previous research indicates that employee performance is positively correlated with organizational citizenship behavior toward individuals (OCBI). This is due to the fact that employees who engage in OCBI have the potential to enhance their job performance and work effectiveness (Hermanto and Srimulyani, 2022). This is exemplified through employee actions that improve job

performance, such as expediting task completion to boost the productivity of colleagues and helping colleagues facing job-related challenges.

The social exchange theory states that employees establish psychological contracts with their counterparts (Blau, 1964). Employees are more inclined to dedicate time and effort to performing in-role and supplementary role behaviors due to the "invisible" contract. This is because, in accordance with the reciprocal norm (Gouldner, 1960), they anticipate assistance from their colleagues in return for their additional efforts. Moreover, OCBI encourages employees to share and exchange tacit knowledge, according to previous research (Evans and Davis, 2005; Lin, 2008), leading to improved task quality and increased productivity. According to Hermanto and Srimulyani's social exchange theory (2022), employees who take part in OCBI show a willingness to help out struggling coworkers, follow the organization's growth and progress, engage in a variety of work activities, strive to go above and beyond the call of duty, voluntarily support the organization's functions, and accept responsibility for their respective tasks and obligations. These actions have the potential to enhance the job performance of an employee.

Previous study claims and support by Kurtessis et al. (2015) concerning meta-analysis, which demonstrates that contextual performance derives from employee actions that comprise both OCB dimensions. According to the SET, when employees feel supported by their firms, they will build a greater exchange link with them (Blau, 1964). The influence of contextual performance is observed through the interpersonal and volitional behaviors that contribute to the social and motivating environment in which organizational work is carried out, as stated by Brownlee and Motowidlo (2011) and Van Scotter and Motowidlo (1996). An additional facet of organizational citizenship behaviors (OCBs) is organizational citizenship behavior toward the organization (OCBO). This dimension holds significance for job performance as OCBO promotes organizational interests, caution, diligence, civic virtue, and sportsmanship. The activity known as organizational citizenship toward individuals (OCBI) is designed to help an individual or a specific group, whereas OCBO behavior is aimed at benefiting the organization as a whole (David and Witt, 2009).

The findings of Hermanto and Srimulyani (2022) demonstrate that OCBO describes numerous individual acts that go beyond employees' formal obligations in firms and are driven by an individual purpose. According to research conducted by Hermanto and Srimulyani (2022), their findings indicate that engaging in organizational citizenship behavior toward organizations (OCBO) can enhance employees' job performance. This is consistent with a prior study by Wei (2014) that found a significant and positive relationship between OCBO and job performance. Jaffery and Farooq (2015) suggest that there is a positive relationship between organizational citizenship behavior (OCBO) and job performance. This is because employees who exhibit OCBO and maintain a positive attitude at work contribute to the development of employees within organizations. OCBO mitigates the negative

effects of job burnout, including identity crises and physical or emotional exhaustion, and enhances job performance (Gilbert et al., 2010).

The explanation of SIT theory suggests that employees' job performance would be enhanced if they exhibited OCBO. Contextual performance, which consists of the action's personnel take to support the social and psychological structure of an organization, is an additional facet of job performance. Its significance in relation to an employee's productivity at work has grown in recent years. Kurtessis et al. (2015) provide support for a prior study's assertions regarding meta-analysis, which demonstrate that contextual performance is the consequence of employee behaviors that incorporate the OCBO dimension.

According to Borman and Motowidlo (1993), individual efforts are those "that are not directly associated with their primary task functions but are substantial in nature due to their influence on the organizational, social, and psychological factors that serve as the pivotal impetus for task activities and processes". This aligns with the concept of contextual performance. Contextual performance comprises a range of behaviors such as demonstrating unwavering commitment and exerting additional effort when necessary to successfully accomplish personal task activities, offering assistance and collaboration with colleagues, adhering to established organizational policies and protocols, endorsing, supporting, and defending organizational goals, and volunteering to perform non-work-related task activities (Aguinis, 2018).

Research Methodology

Research Design

For the research design, this study employed quantitative approaches to collect and analyze data (Creswell, 2009).

Sample

A stratified sampling strategy was employed in this investigation. Also, the research methodology is based on the utilization of secondary published data.

Research Instrument

The questionnaires are developed and studied the association between CSR perception, which is the independent variable, organizational citizenship behaviors are the mediating variable, and contextual performance (CP) which is the dependent variable.

Data Collection

Data were collected from employees of the textile industry in 30 provinces selected from six zones in Thailand. Questionnaires were delivered to 335 respondents.

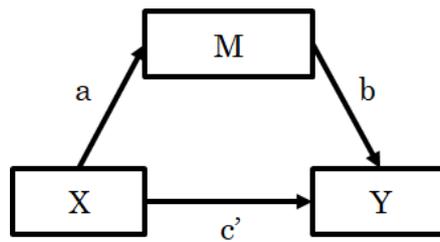


Figure 1 Statistical diagram of mediation model 4 (Preacher and Hayes, 2008)

Data Analysis

For this research, data analysis required testing the mediating effect (i.e., indirect effects) of CSR perception on contextual performance through a mediator, which is organizational citizenship behaviors (including OCBI and OCBO). This research used the PROCESS macro in SPSS for simple mediation. For this current study, the researcher adopted this model, with X representing CSR perception, Y representing contextual performance, and M representing organizational citizenship behaviors. This study used the macro' model 4, which defines this logical, causal sequence with a mediator. The indirect effect is significant (at $\alpha = 0.05$) if its 95% confidence interval does not encompass zero.

Findings

Preacher and Hayes's (2008) Model 4 was used and tested the simple mediation predictors about the indirect effect of CSR perception on contextual performance. The results shown support for serial mediation ($\beta = 0.44$; $SE = 0.04$, 95% CI: 0.35, 0.54); CSR perception has a significant indirect effect on contextual performance via organizational citizenship behaviors as a mediator. The alpha coefficient for three items is 0.751. This research investigated the effect of CSR perception on contextual performance. In the context of offering managerial insights into employee behaviors and attitudes regarding CSR, it is crucial to emphasize the significance of this study. By examining these factors, entrepreneurs could have a better understanding of how to improve employee contextual performance within the textile industry.

This study demonstrates a statistically significant and favorable relationship between the perception of CSR, contextual performance, and organizational citizenship behaviors. This research is crucial because it clarifies how a corporation can raise employee contextual performance by enhancing employees' perceptions of corporate social responsibility (CSR) through a variety of initiatives.

Discussion

This study outcome demonstrated and supported the social exchange theory by explained that employees who take part in OCBs that are voluntary and discretionary behaviors that exceed their formal job obligations, such as employees willing to help co-workers who are having a hard time, keep up with the growth and progress of the organization, do a variety of tasks, go above and beyond what is expected of them, voluntarily support the organization's functions, and take responsibilities for their own tasks and duties. The employee's behaviors as OCBs help to improve the contextual performance of the company by employees doing things that aren't directly related to their job duties but still help the company to do extra roles. Contextual performance is a way to measure how well individual gets along with their coworkers, which is more than just doing their job and helps the organization run smoothly and effectively.

Furthermore, this current study supported the SIT theory by explaining that employees would have better contextual performance when they have behaviors with OCBs. The employees' job performance in the contextual dimension is the outcome, which is what employees do to support the social and psychological structure of a company. This current study confirmed the relationship between OCBs and contextual performance by explaining that contextual success is the result of employee behaviors that include the OCBs dimension. Thus, the notion of CSR perception is another aspect that important because CSR perception involves how employees judge a company's social project, which could be motivated because employees perceive CSR activities and engage in CSR activities of the companies as part of one stakeholder. CSR perception affected enhancing outcomes in organizational citizenship behaviors of employees because employees perceived values and felt that they get fulfilled and meaningful from CSR engagements.

Suggestion

1. This current study suggests that the company should foster CSR strategies through internal communication by: (1) organizing informational meetings on your CSR strategy (physical, virtual, or hybrid); (2) distributing specialized publications that elaborate on your CSR initiatives and solicit employee feedback; (3) conducting employee surveys regarding the implemented actions; and (4) collecting and organizing any information relevant to your CSR projects in a knowledge base that is open to all employees to foster CSR perception within the organization.

2. Companies should motivate employees to enhance their organizational citizenship behaviors by (1) developing or reviewing their CSR identity, mission, and activities. Gather employee opinions on CSR's meaning and objectives. Thus, employees will feel valued and more engaged in the company's CSR direction; (2) intensify CSR communication with employees and keep them informed; (3) adopt OCBs and integrate them into the organizational culture to promote teamwork;

(4) high-OCB employees must be valued so they don't become demotivated and continue to think and act positively and improve others. Incentives and grateful management should encourage such behavior.

3. This study focuses exclusively on the textile industry sector, omitting other company groups from its scope of analysis. Therefore, the process of gathering data from respondents may exhibit variations in relation to the attitudes and actions of employees in comparison to other types of firms. The data-gathering instrument utilized in this study is a questionnaire. The researcher intends to conduct an interview in the future using a qualitative method. This interview will assist the researcher in obtaining a better knowledge of the attitudes and behaviors of employees who will serve as respondents regarding how to improve job performance (contextual performance) from a CSR perspective.

4. The interview would be helpful in gaining a deeper understanding of each respondent's attitudes as well as their behaviors. In addition, the researcher plans to collect data not only in the textile industry sector but also in other industry sectors such as the garment industry, etc. Finally, there are other factors that should be studied, such as employee attitudes towards participation in the organization's CSR activities, strategies for communicating CSR within and outside the organization, and strategies for creating employees' CSR cultures in organizations, etc.

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