

Effect of Perceived Corporate Social Responsibility on Affective Commitment and Employee Work Behaviors in Higher Institutions of Learning: Evidence from University of Mines and Technology, Ghana, West Africa

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Abstract

Corporate Social Responsibility (CSR) encompasses actions that go beyond legal and economic requirements to address societal and environmental challenges (Austin and Worchel, 1979). In the context of Ghanaian higher education, CSR initiatives such as employee welfare programs and ethical practices play a significant role in shaping employee attitudes, particularly affective commitment (emotional attachment to the organization) and organizational citizenship behaviors (OCBs). When employees perceive their institution as socially responsible, they often develop a deeper connection to its mission, which enhances loyalty and motivation. (KHALIP, 2016)

Studies indicate that CSR has a positive influence on employee work behavior, including productivity, ethical conduct, and voluntary efforts (Commer *et al.*, 2017). In Ghanaian higher education, CSR initiatives that prioritize fair treatment, professional growth, and employee well-being can cultivate a motivated and collaborative workforce. Such efforts are critical for achieving institutional objectives in teaching, research, and community engagement. (Selase *et al.*, 2018)

This study investigates employees' perceptions of Corporate Social Responsibility (CSR) in the Ghanaian higher education sector, using the University of Mines and Technology (UMaT) as a case study. A quantitative approach was employed, with 236 out of 250 sampled employees responding, yielding a 94.4% response rate. Findings revealed that employees held high perceptions of UMaT's CSR activities, with an overall composite mean score of 4.04. Environmental CSR initiatives were perceived most positively (mean = 4.3), followed by CSR toward customers (mean = 4.16), society (mean = 3.87), and employees (mean = 3.83). The study highlighted UMaT's efforts in environmental sustainability, stakeholder engagement, community development, and employee welfare as key drivers of these perceptions.

The research also explored the relationship between CSR perceptions and Organizational Citizenship Behavior (OCB). While CSR toward customers and society showed no significant relationship with OCB, CSR toward the environment and employees had a significant positive influence. A strong correlation was found between composite CSR perceptions and OCB (coefficient = 0.69), indicating that higher CSR perceptions enhance employees' voluntary, beneficial behaviors. Furthermore, Affective Organizational

Commitment (AOC) was found to fully mediate the relationship between CSR perceptions and OCB, suggesting that employees' emotional attachment to the organization is a critical factor in this dynamic. The findings underscore the importance of aligning CSR initiatives with employees' values to foster emotional commitment and enhance positive workplace behaviors. Recommendations include prioritizing environmental sustainability, addressing employee specific needs, improving communication of societal CSR efforts, and exploring additional factors influencing AOC and OCB, such as leadership style and workplace culture.

Keywords: Corporate Social Responsibility, Affective Commitment, Employee Work Behavior, organizational citizenship behaviors,

Introduction

The concept of corporate success has shifted globally from focusing solely on wealth maximization to prioritizing sustainable growth, with corporate social responsibility (CSR) becoming central to organizational strategies. CSR enhances competitive advantage by promoting ethical practices, environmental sustainability, and community engagement (Fatma *et al.*, 2016). In Ghana, higher education institutions are adopting CSR initiatives, such as scholarships, community projects, and sustainable practices, to improve their reputation and societal impact.

CSR refers to actions that address societal and environmental issues beyond legal and economic obligations (Aguinis and Glavas, 2019). In Ghanaian higher education, CSR initiatives like employee welfare programs and ethical practices significantly influence employee attitudes, particularly affective commitment (emotional attachment to the organization) and organizational citizenship behaviors (OCBs). Employees who perceive their institution as socially responsible often feel a stronger connection to its mission, leading to increased loyalty and motivation. (Kim *et al.*, 2017).

Research shows that CSR positively impacts employee work behavior, including productivity, ethical conduct, and discretionary efforts. In Ghanaian higher education, CSR initiatives that address fair treatment, professional development, and employee well-being can foster a motivated and collaborative workforce, essential for achieving institutional goals in teaching, research, and community service.

Managers play a critical role in integrating CSR into organizational culture. Employees who view CSR as authentic are more likely to exhibit loyalty and OCBs (Glavas, 2016). In Ghana, academic staff who believe their institution is committed to societal and environmental well-being often feel more connected to their roles, contributing to institutional success.

Recent studies highlight the strategic benefits of CSR, such as improved job satisfaction, reduced turnover, and enhanced psychological well-being and work engagement. (Story and Castanheira, 2019). For Ghanaian higher education institutions, aligning strategies with CSR principles is crucial for fostering a committed and motivated workforce in a competitive landscape.

In summary, CSR perceptions significantly influence affective commitment and employee work behavior in Ghanaian higher education. Employees who view their institutions as socially responsible are more likely to demonstrate loyalty, engage in positive behaviors, and contribute to organizational success. Therefore, embedding CSR into institutional strategies is essential for building a motivated and effective workforce.

Theoretical review

This section reviews key literature on Corporate Social Responsibility (CSR), employee perceptions of CSR, Affective Organizational Commitment, Organizational Citizenship Behavior (OCB), and CSR in the Ghanaian context. It also presents a conceptual framework and examines empirical studies relevant to the research.

Conceptual Review

CSR has evolved from a focus on business leaders' responsibilities to a stakeholder-oriented approach, emphasizing economic, legal, ethical, and philanthropic obligations (Carroll and Shabana, 2010). In Ghana, CSR initiatives in higher education, such as scholarships and community projects, enhance institutional reputation and employee commitment. (Ofori *et al.*, 2014).

Components of CSR

CSR encompasses business ethics, sustainable development, corporate governance, environmental concerns, community engagement, and supply chain management. Business ethics focus on moral practices across the value chain, while sustainable development balances economic growth with social and environmental needs. Corporate governance ensures accountability and fairness, and environmental concerns address issues like emissions and waste management. (Laine *et al.*, n.d.). Community engagement and ethical supply chain practices further strengthen the impact. (Visser, n.d.).

Social Identity Theory: Employees derive identity from their organization, and CSR initiatives enhance their emotional attachment and commitment. Positive CSR perceptions foster organizational citizenship behaviors (OCBs) and affective commitment. (Hanzaee and Rahpeima, 2013).

Social Exchange Theory: Employees reciprocate organizational support through positive behaviors like OCBs. When CSR meets employee expectations, it leads to higher job satisfaction and loyalty.

Empirical Review

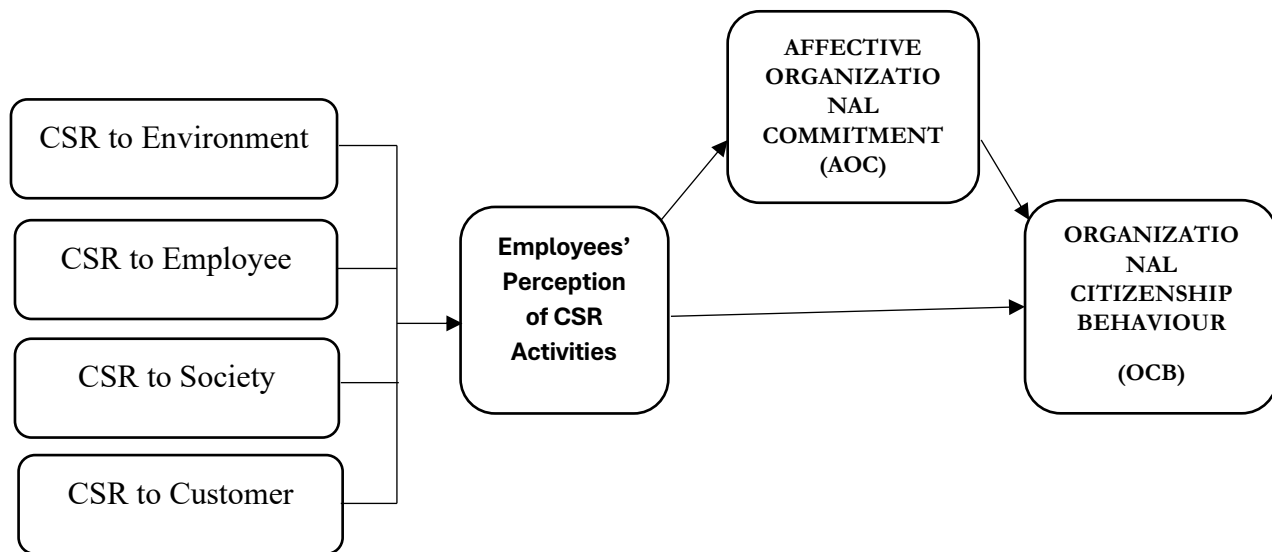
Employee perceptions of CSR influence job attitudes and behaviors, such as organizational commitment and OCBs (Glavas, 2016). Positive CSR perceptions enhance employee loyalty and motivation, while also attracting potential recruits.

Organizational commitment (OC) includes affective commitment (emotional attachment), normative commitment (sense of obligation), and continuance commitment (need to stay due to costs) (Meyer and Maltin, 2010). Affective commitment (AOC) has the strongest impact on employee motivation and retention. (Meyer and Maltin, 2010).

Organizational Citizenship Behaviors (OCBs) are voluntary actions that benefit the organization, such as helping colleagues, demonstrating courtesy, and showing civic virtue. These behaviors enhance organizational effectiveness and are influenced by intrinsic and extrinsic motivators.

Conceptual Framework

The study uses Social Identity Theory and Social Exchange Theory to explore how CSR perceptions influence affective commitment and OCBs. Employees who perceive their organization as socially responsible are more likely to exhibit emotional attachment and behaviors that support organizational goals. This framework is particularly relevant in Ghana's higher education sector, where CSR initiatives can strengthen employee commitment and institutional success.



Impact of Perceived CSR on Affective Organizational Commitment (AOC) and Organizational Citizenship Behavior (OCB)

Research indicates that CSR positively influences employee attitudes and behaviors, including affective organizational commitment (AOC), job satisfaction, and organizational citizenship behavior (OCB). CSR also enhances organizational reputation and attracts stakeholders. However, there is limited research on CSR's impact on AOC in higher education institutions.

The relationship between CSR and OCB remains underexplored, particularly in terms of how employees respond to their organization's CSR initiatives. Studies suggest that CSR enhances employee motivation, morale, and loyalty. Employees who perceive their organization as socially responsible are more likely to exhibit OCBs, such as helping colleagues and going beyond their formal job roles. (Prutina and Šehić, 2016)

Affective organizational commitment (AOC) is strongly linked to OCB. Employees with high AOC are more likely to engage in extra-role behaviors, such as assisting others and contributing to organizational success. AOC also mediates the relationship between CSR and OCB, as employees who are emotionally committed to their organization are more likely to exhibit positive behaviors in response to CSR initiatives.

Corporate Social Responsibility in Ghana

CSR has gained traction in Ghana due to globalization, economic growth, and government initiatives supporting private-sector development (Dowouna-Hammond & Atuguba A. Raymond, 2008; Amo-Mensah, 2021). In higher education, CSR activities often focus on education, health, and infrastructure development, aligning with global frameworks like the UN Global Compact and OECD Guidelines. Local policies, such as the Ghana Business Code and the 1992 Constitution, further emphasize CSR's importance.

Employees' perceptions of CSR significantly influence their affective commitment (AOC) and work behaviors. Studies show that employees who view their organization as socially responsible exhibit higher levels of emotional attachment and are more likely to engage in OCBs. For example, faculty members may mentor students or participate in community projects, while administrative staff may exceed their formal duties to support institutional goals.

Despite its growing importance, CSR implementation in Ghana's higher education sector faces challenges, including limited resources, insufficient CSR knowledge, and competing priorities. The lack of a standardized framework for evaluating CSR performance further complicates efforts.

In conclusion, CSR plays a vital role in enhancing employee commitment and work behavior in Ghana's higher education institutions. By integrating CSR into their strategies, institutions can foster a positive organizational culture and achieve long-term success.

Methodology

Research Design

The study employed a descriptive case study design to explore the impact of perceived corporate social responsibility (CSR) on employee attitudes and behaviors at the University of Mines and Technology (UMaT). Case studies provide in-depth insights into specific contexts, offering a nuanced understanding of employee experiences. A quantitative approach was adopted, focusing on numerical data collection and systematic analysis to objectively examine the relationships between CSR perceptions and employee outcomes (Bryman, 2016; Creswell & Creswell, 2018).

Profile of the Case Study Institution

The University of Mines and Technology (UMaT) is a leading institution in Ghana known for its focus on mining and technology education. UMaT operates multiple campuses, including its main campus in Tarkwa, and is committed to academic excellence, community development, and environmental sustainability. Its CSR initiatives align with global frameworks like the United Nations Global Compact and the 2030 Agenda for Sustainable Development, particularly SDG 4 (Quality Education). UMaT's CSR strategy includes partnerships with governmental bodies, NGOs, and international organizations like the UNDP and World Bank to support education, research, and community projects. The institution also adheres to local frameworks like the Ghana Business Code (GHBC) and internal policies promoting ethical behavior and sustainability.

Population and Sampling

The study focused on permanent employees of UMaT, including administrative, academic, and technical staff, totaling approximately 250 individuals. This diverse workforce represents the unit of analysis for generalizing the study's findings.

Sample Size

The sample size was determined using Taro Yamane's (2017) formula, with a 5% margin of error, to ensure statistical precision. The formula used was:

$$n = \frac{N}{1 + N(e)^2} = \frac{1}{1 + (0.05)^2} \times 250$$

Where:

- n = Sample size
- N = Population size (485)
- e = Margin of error (0.05)

The calculation yielded a sample size of 219. However, to enhance accuracy and precision, the study used a larger sample size of 236.

Sampling Technique

The study employed probability sampling, specifically simple random sampling, to ensure equal representation of employees across departments. This method allowed for unbiased data collection by randomly selecting respondents and distributing questionnaires (Creswell and Creswell, 2018).

Data Collection Techniques

Primary data was collected using a structured questionnaire, while secondary data was gathered through a literature review of online journals and books. The questionnaire was divided into four sections:

1. Section A: Demographic profile of respondents (e.g., age, gender, education level, years of service, position, marital status).
2. Section B: Employee perceptions of CSR activities measured using a 24-item scale. The scale assessed CSR perceptions toward four stakeholder groups (society, employees, customers, and environment) using a 5-point Likert scale (1 = strongly disagree; 5 = strongly agree).
3. Section C: Organizational Citizenship Behavior (OCB) measured using a 15-item scale. This section assessed employee engagement toward individuals (7 items) and the organization (8 items) on a 5-point Likert scale (1 = never; 5 = always).
4. Section D: Affective Organizational Commitment (AOC) measured using a 5-point Likert scale (1 = strongly disagree; 5 = strongly agree).

Procedure:

- An introduction letter from top management of the University was obtained to seek approval from the university administration.
- After approval, questionnaires were distributed to employees across departments.
- Respondents were given two weeks to complete the questionnaires, with reminders sent through departmental heads.
- An additional two weeks were allocated to collect all completed responses.

Validity and Reliability of Research Instrument

The questionnaire's content and constructs were reviewed by experts in organizational behavior studies. The academic supervisor at UMaT examined the questionnaire before administration. A pilot study involving 15 staff members from another institution was conducted to pre-test the instrument. Adjustments were made to improve clarity and eliminate ambiguities.

Reliability was assessed using Cronbach's alpha coefficient, which measures the internal consistency of a set of items. A Cronbach's alpha value of 0.70 or higher is considered acceptable. The study achieved this threshold, confirming the reliability of the research instrument.

Data Analysis Methods

Data analysis was conducted using the Statistical Package for Social Sciences (SPSS v.20). Both descriptive and inferential statistics were employed:

1. Descriptive Statistics: Used to summarize the demographic profile of respondents (e.g., frequency distribution).
2. Inferential Statistics:
 - One-sample t-test: Assessed employees' perceptions of CSR activities and tested the first hypothesis.

- Correlation and regression analysis: Evaluated the relationships between CSR perceptions and affective organizational commitment (AOC), as well as between CSR and organizational citizenship behavior (OCB), testing hypotheses 2 and 3.

Regression Estimation Strategy

To examine the relationships between variables and their impact on one another, multiple regression analysis was used. This method determines how a group of independent variables predicts a dependent variable. The regression equation was:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon$$

Where:

- Y = Organizational Citizenship Behavior (OCB)
- X1 = Perception of CSR toward Employees
- X2 = Perception of CSR toward Society
- X3 = Perception of CSR toward Customers
- X4 = Perception of CSR toward the Environment
- $\beta_1, \beta_2, \beta_3, \beta_4$ = Coefficients of determination
- ε = Error term

Mediation Estimation Strategy

The Sobel test was used to assess the mediation effect of affective commitment between CSR perception and OCB. The Sobel test evaluates whether the reduction in the effect of the independent variable (after including the mediator) is statistically significant. Three regression models were examined:

1. Model 1:

$$Y_O = \gamma_1 + \tau X_I + \varepsilon_1$$

Tests the direct relationship between the independent variable (XI) and the dependent variable (YO).

2. Model 2:

$$X_M = \gamma_2 + \alpha X_I + \varepsilon_2$$

Tests the relationship between the independent variable (XI) and the mediator (XM).

3. Model 3:

$$Y_O = \gamma_3 + \tau' X_I + \beta X_M + \varepsilon_3$$

Tests the relationship between the independent variable (XI) and the dependent variable (YO) after controlling for the mediator (XM).

Where:

- YO = Dependent variable (OCB)
- XI = Independent variable (CSR perception)
- XM = Mediator (affective commitment)
- $\gamma_1, \gamma_2, \gamma_3$ = Intercepts for each model
- $\varepsilon_1, \varepsilon_2, \varepsilon_3$ = Error terms
- τ = Relationship between YO and XI in Model 1
- τ' = Relationship between YO and XI in Model 3 (after controlling for XM)
- α = Relationship between XM and XI
- β = Relationship between YO and XM (after controlling for XI)

Results

Demographic Characteristics

The analysis began by examining respondents' demographic and professional backgrounds to assess data credibility. Key characteristics analyzed included:

- Age group
- Gender
- Education level
- Years of service
- Marital status
- Department

The demographic analysis revealed the following key insights:

1. Age Distribution:

- 40.3% of respondents were aged 30–39 years. 25.4% were aged 20–29 years, 23% were 40–49 years, 9.7% were 50–59 years, and 1.3% were below 20 years. This aligns with the typical workforce profile in technical institutions like UMaT, where young male adults aged 25–45 dominate (Kim & Park, 2011).

2. Gender Distribution:

- 84.7% of respondents were male, while 15.3% were female.

3. Education Level:

- 35% held at least a bachelor's degree, 26.7% had secondary or technical education, 18.6% had a master's degree, 9.3% had a diploma or HND, and 10.2% had other qualifications. The high education levels suggest respondents were well-equipped to understand and respond to the research instrument, ensuring reliable data.

4. Marital Status:

- **62.3% were married, 36% were single, and 1.7% were divorced.**

5. Work Experience:

- 29.2% had 6–10 years of experience at UMaT, 24.6% had 11–15 years, 22% had 2–5 years, 19.5% had less than 2 years, and 4.7% had over 15 years. This extensive experience indicates respondents were well-informed about UMaT's CSR initiatives, making their insights credible.

6. Departmental Distribution:

- Respondents represented various departments, including Clerk/Administration (16.1%), Technical (13.6%), Supervisors (12.7%), Mechanics (10.2%), Health & Safety (6.8%), Security (6.4%), Operators (5.9%), Account & Procurement (5.9%), Geologists (5.1%), Sampler Grade (4.3%), Metallurgical Engineers (3.8%), Community Relations (2.5%), Environmental Officers (2.5%), Field Managers (2.5%), and Laborers (1.7%).

Descriptive Statistics of Constructs

Descriptive statistics, including mean scores (central tendency) and standard deviation (variability), were used to summarize the data. Respondents rated the constructs on a 5-point Likert scale: 1 = Strongly Disagree; 2 = Disagree; 3 = Neutral; 4 = Agree; 5 = Strongly Agree.

The analysis aimed to rank employees' perceptions of CSR, OCB, and AOC, identifying the highest and lowest-rated items. The results are presented in Tables 4.2, 4.3, and 4.4.

Reliability

The study used Cronbach's Alpha to assess the internal consistency and reliability of the research instrument. Cronbach's Alpha is a widely accepted measure for evaluating the dependability of scales in research. The results confirmed the instrument's reliability, as the minimum Cronbach's Alpha coefficient value exceeded the recommended threshold of 0.700.

Reliability Test Statistics

	N	Cronbach's Alpha
Employee Perception of CSR	23	0.762
CSR toward Employees	8	0.761
CSR toward Customers	5	0.737
CSR toward Environment	4	0.733
CSR toward Society	6	0.818*
Corporate Behavior (OCB)	13	0.766
OCB towards Individuals	6	0.77*
OCB towards Organizations	7	0.761*
Individual Commitment (AOC)	5	0.767

Level of Employees' Perception of CSR Activities in the Company

This section examined employees' perceptions of CSR activities at the University of Mines and Technology (UMaT), Tarkwa, addressing the first research objective. The analysis used descriptive statistics (mean scores) and one-sample t-tests to evaluate four primary CSR perception variables.

1. CSR Perception Indicators:

Environment: Ranked first with a composite mean score of 4.3 (SD = 0.473), indicating the most favorable perception.

Customers: Ranked second with a composite mean score of 4.16 (SD = 0.478).

Society: Ranked third with a composite mean score of 3.87 (SD = 0.635).

Employees: Ranked fourth with a composite mean score of 3.83 (SD = 0.538), indicating the least favorable perception.

2. Overall Perception:

The composite mean score for employees' perceptions of UMaT's CSR activities was 4.04, reflecting a generally high level of agreement and positive perception of the university's CSR initiatives.

3. Statistical Significance:

A one-sample t-test was conducted to assess the statistical significance of the observed mean scores. The test compared the sample mean to a hypothesized value of 3.5, representing the threshold for agreement.

Results were interpreted using the following scale:

- $1.0 \leq \text{score} < 1.8$: Strong disagreement
- $1.8 \leq \text{score} < 2.6$: Disagreement
- $2.6 \leq \text{score} \leq 3.5$: Not sure/low agreement
- $3.5 < \text{score} \leq 4.2$: Agreement
- $4.2 < \text{score} \leq 5.0$: Strong agreement

The one-tailed t-test was considered significant ($p < 0.05$) if the observed mean exceeded the hypothesized value of 3.5.

	Mean	Std. Dev.	t	Sig.
CSR toward Employees	3.83	0.538	9.377	.000
CSR toward Customers	4.16	0.478	21.064	.000
CSR toward Environment	4.30	0.473	26.025	.000
CSR toward Society	3.87	0.635	8.984	.000
Composite Mean (SD)	4.04	0.531		

The analysis revealed that all CSR perception variables were statistically significant (p -values < 0.05), indicating strong agreement among employees regarding UMaT's CSR initiatives. The results are as follows:

CSR Toward Employees:

- Mean Score (M) = 3.83, Standard Deviation (SD) = 0.538
- $t(236) = 9.377$, $p < 0.05$
- Employees significantly agreed that UMaT engages in CSR activities toward its staff.

CSR Toward Students and the Academic Community:

- Mean Score (M) = 4.16, Standard Deviation (SD) = 0.478
- $t(236) = 21.064$, $p < 0.05$
- Employees strongly agreed that UMaT extends CSR initiatives toward students and the academic community.

CSR Toward the Environment:

- Mean Score (M) = 4.3, Standard Deviation (SD) = 0.473
- $t(236) = 26.025$, $p < 0.05$
- Employees highly agreed that UMaT prioritizes CSR activities toward the environment.

CSR Toward Society:

- Mean Score (M) = 3.87, Standard Deviation (SD) = 0.635
- $t(236) = 8.984$, $p < 0.05$
- Employees agreed that UMaT engages in CSR activities benefiting society.

Relationship Between Employees' Perception of CSR and Organizational Citizenship Behavior (OCB)

The second objective of the study is to explore the effect of employees' perceived CSR on organizational citizenship behavior (OCB) at the University of Mines and Technology (UMaT), Tarkwa. A multiple regression model was employed to analyze this relationship.

- Independent Variables: Employees' perceptions of CSR, represented by four sub-constructs:
 1. CSR toward employees
 2. CSR toward students (customers)
 3. CSR toward the environment
 4. CSR toward the broader community (society)
- Dependent Variable: Organizational Citizenship Behavior (OCB)

The regression model assessed how these CSR perceptions influenced employees' OCB, providing insights into the impact of CSR initiatives on employee behavior.

Employees' Perception of CSR and OCB (Model Summary)

Model	R	R Square	Adjusted Square	R Std. Error of the Estimate
1	0.568 ^a	0.323	0.311	0.468
<i>a. Predictors: (Constant), CSR toward Society, CSR toward Environment, CSR toward Customers, CSR toward Employees</i>				
<i>b. Dependent Variable: OCB</i>				

This presents the model summary, which includes the R-square value (coefficient of determination). This value indicates the proportion of variance in organizational citizenship behavior (OCB) explained by employees' perceptions of corporate social responsibility (CSR) across the four independent variables:

1. CSR toward employees
2. CSR toward students (customers)
3. CSR toward the environment
4. CSR toward society

The model explained approximately 32.3% of the variance in OCB (R-square = 0.323). The goodness-of-fit of the model was evaluated using F-statistics, which demonstrated significant model performance. The F-statistic p-value was 0.000 (< 0.05), indicating that the model is statistically significant and well-suited for assessing the relationship between employees' CSR perceptions and OCB at UMaT, Tarkwa.

Employee Perception of CSR and OCB (ANOVA^a)

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	24.122	4	6.031	27.564	0.000 ^b
Residual	50.539	231	.219		
Total	74.662	235			
<i>a. Dependent Variable: Organizational Citizenship Behavior</i>					
<i>b. Predictors: (Constant), Mean CSR toward Society, Mean CSR toward Environment, Mean CSR toward Customers, Mean CSR toward Employees</i>					

Employee Perception of CSR and OCB (Regression Coefficients)

Model	Unstandardized Coefficients	Standardized Coefficients	t	Sig.
	B	Beta		
(Constant)	1.127		3.485	.001
<u>Control</u>				
1 Marital Status	0.067	0.073	0.99	0.40
Age	0.228	0.211	2.49	0.17
Gender	0.036	0.017	0.017	0.26
2 CSR_EMP	0.290	0.276	3.307	0.001
CSR_CUS	0.034	0.029	0.401	0.689

	CSR_ENV	0.413	0.075	0.347	5.521	0.000
	CSR_SOC	0.023	0.069	0.026	0.330	0.742
3	Overall CSR	.690	.073	.527	9.475	.000

Results: Relationship Between CSR Perceptions and OCB

Model 1: Control Variables

- Gender, age, and marital status had no significant influence on organizational citizenship behavior (OCB).

Model 2: CSR Sub-Constructs

- CSR Toward Employees:
 - Coefficient = 0.29, t-value = 3.307, p-value = 0.001 (< 0.05)
 - A significant positive relationship was found between CSR toward employees and OCB.
- CSR Toward the Environment:
 - Coefficient = 0.413, t-value = 5.52, p-value = 0.000 (< 0.05)
 - A significant positive relationship was observed between CSR toward the environment and OCB.
- CSR Toward Students and Society:
 - No significant relationship was found between these CSR dimensions and OCB.

Model 3: Composite CSR Perception

- The composite measure of all four CSR sub-constructs (employees, students, environment, and society) showed a strong positive relationship with OCB:
 - Coefficient = 0.69, t-value = 9.475, p-value = 0.000 (< 0.05)
 - This aligns with prior research (e.g., Helgesen & Nasset, 2017), indicating that employees' positive perceptions of CSR efforts enhance organizational behaviors like OCB.

Mediating Role of Affective Commitment Between CSR Perception and OCB

While the study previously established a significant positive relationship between CSR perception and OCB, this analysis investigates whether affective commitment influences this relationship.

The Sobel test was used to assess the mediating role of affective commitment.

Two models were analyzed:

1. Model 1: Examined the impact of control variables (e.g., gender, age, marital status) and perceived CSR on affective commitment.
2. Model 2: Evaluated the combined influence of control variables, perceived CSR, and affective commitment on OCB.

The results of these models, presented in Table 4.11, provide insights into the mediating role of affective commitment in the relationship between CSR perception and OCB.

Mediation Role of Affective Commitment on CSR Perception and OCB

Variables (dependent variables)	Models: (Dependent Variables)		Total Effect Model
	Model 1: Employee Commitment	Model 2: Corporate Behavior	
Control variables			

Marital status	0.049 (0.655)	0.036 (0.502)	0.063 (0.766)
Age	0.040 (0.533)	0.151 (2.121)*	0.174 (2.109)
Gender	-0.130 (-1.388)	-0.117 (-1.307)	-0.188 (-1.842)

Independent

Perceived CSR	0.690 (9.475)**	0.580 (8.885)**	0.814 (8.903)**
Employee Commitment		0.434 (8.640)**	-

<i>R</i>	0.568	0.502	0.667
<i>R-Square</i>	0.323	0.252	0.444
<i>F-statistics</i>	31.831**	78.948**	25.194**

*t-values are in parenthesis; *p-value < 0.05; **p-value < 0.01*

Mediation Analysis Results

Model 1: Impact of CSR Perception on Affective Commitment

- Control variables (gender, age, marital status) had no significant impact on affective commitment.
- Perceived CSR showed a significant positive effect on affective commitment:
 - Coefficient = 0.69, t-value = 9.475, suggesting that employees' perception of CSR activities significantly enhances their emotional attachment to the organization.

Model 2: Combined Impact on Organizational Citizenship Behavior (OCB)

- The R-squared value was 0.252, meaning the independent variable (perceived CSR), mediator (affective commitment), and control variables explained 25% of the variance in OCB.
- Control variables had no significant impact on OCB.
- Perceived CSR had a significant positive direct effect on OCB:
 - Coefficient = 0.580, t-value = 8.885
- Affective commitment also had a significant positive direct effect on OCB:
 - Coefficient = 0.434, t-value = 8.640

Sobel Test Mediation Analysis

Path	Direct Effect (D)	Indirect Effect (I)	Total Effect (D+I)	Sobel Test Statistics (SD)	p-value	Form of Mediation
CSR→AOC→OCB	0.58	0.69*0.434 = 0.299	0.879	5.584 (0.089)	0.000	Partial Mediation

Mediation Analysis

The mediation analysis evaluated both the direct and indirect effects of perceived CSR on organizational citizenship behavior (OCB), with employee commitment as the mediator.

1. Direct Effects:

- Perceived CSR had a direct effect on OCB: 0.69 (Model 1).
- Employee commitment had a direct effect on OCB: 0.434 (Model 2).

2. Indirect Effect:

- The indirect effect of perceived CSR on OCB through employee commitment was calculated as 0.299 (0.907×0.548).

3. Total Effect:

- The total effect of perceived CSR on OCB was the sum of the direct and indirect effects: 0.299

4. Sobel Test:

- The Sobel test statistic was 5.584 (standard error = 0.089), with a p-value of 0.000 (< 0.05).
- This confirms that employee commitment partially mediates the relationship between perceived CSR and OCB.

For objective one, the findings revealed a high and positive perception of CSR initiatives across all four areas: environment, customers, employees, and society.

1. CSR Toward the Environment:

- Employees had the highest level of agreement (Mean = 4.3, RII = 0.791), reflecting UMaT's strong commitment to environmental sustainability, including compliance with regulatory standards and alignment with the UN Sustainable Development Goals (UNSDGs), leaving a positive impression on employees.

2. CSR Toward Customers:

- Employees perceived CSR activities toward customers as well-developed (Mean = 4.16, SD = 0.478), and this is attributed to UMaT's efforts to operate with ethical standards and integrity, boosting customer confidence and aligning with employees' values. Research supports that CSR initiatives targeting customers enhance employee commitment and organizational loyalty.

3. CSR Toward Society:

- Perception was moderate (Mean = 3.87, SD = 0.635) due to limited employee awareness of UMaT's societal initiatives or insufficient feedback from communities. Improving internal communication and transparency about CSR efforts could enhance employee perceptions and engagement.

4. CSR Toward Employees:

- Employees had the lowest perception of CSR efforts directed at them (Mean = 3.83, RII = 0.716). This could stem from high employee expectations, perceptions of CSR efforts as "mandatory," or inadequate attention to employee-focused initiatives. UMaT's CSR activities for employees include health and safety programs, employee development, diversity and inclusion, and human rights promotion.

For objective two, A multiple regression analysis was conducted to evaluate the influence of CSR perceptions across four categories: environment, customers, society, and employees.

1. CSR Toward the Environment:

- Had the most substantial and significant impact on OCB, accounting for approximately 40% of employee behavior. This highlights the importance of prioritizing environmental sustainability in organizational operations, as it aligns with employee values and fosters positive outcomes.

2. CSR Toward Employees:

- Significantly influenced OCB, indicating that addressing employee needs and well-being directly enhances their behavior.

- When employees feel valued and supported, they exhibit greater ownership and alignment with the institution's values, leading to improved OCB.

3. CSR Toward Customers and Society:

- While these areas were perceived positively, their impact on OCB was not statistically significant.

Contradictory Perspectives:

- It is argued that CSR perceptions do not necessarily influence performance or OCB.
- However, this study's findings contradict that view, demonstrating that CSR perceptions, particularly toward employees and the environment, significantly enhance OCB at UMaT.

Effect of CSR Perceptions on OCB: Key Insights

CSR Toward Society and Customers:

- Employees' perceptions of CSR activities directed toward society and customers did not significantly influence their organizational citizenship behavior (OCB).
- This contrasts with prior studies that reported high perceptions of CSR toward customers but aligns with findings that such perceptions may not translate into behavioral changes.

The lack of impact may stem from employees viewing these initiatives as standard organizational practices (e.g., community support for social harmony or customer service for profitability) rather than personally relevant efforts

Composite CSR Perception:

- When considering all four CSR dimensions (environment, employees, society, and customers), employees' perceptions of CSR had a significant positive impact on OCB.
- This supports the Social Exchange Theory, which posits that employees reciprocate organizational investments—particularly those addressing their immediate environment and well-being—through positive workplace behaviors.

How AOC mediates the effect of employee perception of CSR on their OCB

The third objective of the study was grounded in Social Identity Theory, aiming to explore the psychological mechanisms that explain how and why perceived CSR activities of an organization drive Organizational Citizenship Behavior (OCB). Affective Organizational Commitment (AOC) was examined as a mediator to link CSR perceptions to OCB. The findings revealed that perceived CSR was significantly associated with employees' AOC, reflecting their emotional attachment and dedication to the organization. This indicates that CSR initiatives can positively influence employees' feelings toward the organization, subsequently enhancing their willingness to exhibit constructive behaviors that benefit the organization. This finding aligns with (Mowday *et al.*, 2012), who demonstrated that positive behaviors are direct outcomes of strong organizational commitment, which they defined as employees' psychological identification with their organization.

Empirical studies further support these findings. These studies highlight that employees who perceive strong organizational efforts in employee welfare, environmental sustainability, community development, and ethical practices develop a stronger emotional attachment to their organization, which fosters OCB. In the context of higher education institutions like UMaT, employees' perceptions of CSR practices—such as environmental sustainability initiatives, safety measures, and social welfare programs—were found to enhance their emotional attachment to the organization.

The results suggest that higher levels of perceived CSR and AOC within the educational landscape environment encourage greater OCB among employees. This highlights that employees' attitudinal (e.g., AOC) and behavioral (e.g., OCB) outcomes in educational institutions like UMaT are significantly shaped by their perceptions and evaluations of organizational CSR activities.

Therefore, UMaT and similar organizations must prioritize CSR initiatives that foster a sense of care and responsibility toward employees, the environment, and the community. Such efforts will not only enhance employees' affective commitment but also drive behaviors that contribute to organizational success and sustainability.

Discussion and Conclusion

This study evaluated employees' perceptions of Corporate Social Responsibility (CSR) in the Ghanaian Higher Institutions of Learning, using the University of Mines and Technology (UMaT) as a case study. A quantitative approach was employed, with 236 out of 250 sampled employees responding (94.4% response rate). The findings revealed that employees had high perceptions of UMaT's CSR activities, with an overall composite mean score of 4.04. Environmental CSR initiatives were perceived most positively (mean = 4.3), followed by CSR toward customers (mean = 4.16), society (mean = 3.87), and employees (mean = 3.83). UMaT's efforts in environmental sustainability, stakeholder engagement, community development, and employee welfare were highlighted as key contributors to these perceptions.

The study also examined the impact of CSR perceptions on Organizational Citizenship Behavior (OCB). While CSR toward customers and society showed no significant relationship with OCB, CSR toward the environment and employees had a significant positive influence. Overall, the composite perception of CSR strongly correlated with OCB (coefficient = 0.69), indicating that higher CSR perceptions enhance employees' voluntary, beneficial behaviors.

Additionally, the study found that Affective Organizational Commitment (AOC) fully mediates the relationship between CSR perceptions and OCB. This suggests that employees' emotional attachment to the organization drives the link between their perception of CSR and their engagement in OCB. The findings emphasize the importance of CSR initiatives that align with employees' values and foster emotional commitment, as these efforts enhance positive behaviors and contribute to organizational success.

Recommendations

UMaT should prioritize and intensify its environmental sustainability initiatives, such as reducing environmental impacts, conserving energy, and participating in green programs. Employees strongly associate these practices with their values, and positive perceptions of environmental CSR significantly boost Organizational Citizenship Behavior (OCB). Strengthening these efforts will enhance employee commitment and foster constructive workplace behaviors.

CSR activities directed at employees, though the least perceived, significantly impact OCB. UMaT should address employee-specific needs by improving workplace safety, health, inclusion, diversity, fairness, career development, competitive compensation, and workplace flexibility. Regular recognition, wellness programs, and acting on employee feedback can further strengthen emotional attachment and engagement. Employees' perception of societal CSR was relatively low, likely due to ineffective communication. UMaT should adopt innovative communication strategies, such as video documentaries showcasing

societal initiatives, shared via social media or displayed at the workplace. This will increase awareness and improve perceptions among employees.

Since CSR perceptions account for only 40% of Affective Organizational Commitment (AOC), UMaT's HR Department should investigate other factors influencing AOC and OCB, such as leadership style, workplace culture, and professional growth opportunities. Addressing these can further enhance employee engagement and citizenship behaviors.

Recommendations for Further Research

Future research should include multiple universities across Ghana to provide a broader understanding of employee perceptions of CSR and its effects. This will allow for generalizable insights across the higher education sector rather than being limited to UMaT's context.

These recommendations aim to strengthen UMaT's CSR initiatives, improve employee perceptions, and foster a workplace culture that enhances commitment and constructive behaviors, ultimately contributing to organizational success.

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