

Social Responsibility and Organisational Commitment in Local Public Administration: The Moderating Role of Organisational Citizenship Behaviour and Social Bonding

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ABSTRACT

The commitment of public employees to organisations is an imperative deliberation that affects the efficiency of public services organisations. The objective of this study is to investigate whether the social responsibility among local public administrators raises organisational commitment. This study subsequently explores the moderating role of citizenship behaviour and social bonding (permanent vs temporary employees) of public employees in the relationship between social responsibility and organisational commitment. In this study, empirical data are collected from local officials working in local public administration services organisations in Pakistan (n = 308). The statistical analysis is used to test the relationship between social responsibility and commitment and the moderating effect of citizenship behaviour and social bonding on social responsibility-organisational commitment relationship.

The results show that social responsibility is a determinant to organisational commitment and citizenship behaviour and social bonding moderate the social responsibility-commitment relationship. The effect of social responsibility on organisational commitment is stronger in permanent public administrators having high perspective of organisational citizenship behaviours than in temporary public administrators having low perspective of organisational citizenship behaviours. This study contributes to knowledge of the effect of social responsibility on organisational commitment in local public employees and proves that citizenship behaviour and social bonding affect the social responsibility-commitment relationship in local public administrators.

Keywords: social responsibility, organisational commitment, citizenship behaviour, social bonding, local public administration

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1 Introduction

The emergence of modern public administration means a shift to administrative responsiveness and responsibilities (Vigoda-Gadot, 2004). However, the changing role of public managers in services organisations with the advent of new public management reforms, have challenged untested assumptions in public organisations (Barzelay, 2002). Therefore, this new managerialism has received a substantial amount of organisational research attention towards various directions of organisational commitment (Christensen, Roness, & Røvik, 2008). Public sector employee organisational commitment is related to organisation members to change their understandings, orientation and behaviours in organisations (Pollitt & Bouckaert, 2004). Organisational research scholars have examined the concept of organisational commitment of public employees in public sector organisations (Stritch & Christensen, 2016; Christensen et al., 2013; Lavelle et al., 2009).

Numerous scholars have searched a number of the factors of organisational commitment in public organisations such as organisational climate and cultural values (Christensen, Lægreid, Roness, & Røvik, 2008; Harter, Sharma, Pant, Singhal, & Sharma, 2007), identification and exchange (Balfour & Wechseler, 1996; Meyer & Allen, 1991), work behaviour (Ahmad, Khurram, Shams-ur-Rehman, Khan, & Shad, 2010), interpersonal trust (Ronald, 1999), organisational support (Jørgensen, 2014; Brunetto et al., 2013; Kim, Egan, & Moon, 2014), organisational performance (Maertz, Griffeth, Campbell, & Allen, 2007; Pickett, 2002; Meyer, Stanley, Herscovitch, & Topolnysky, 2002), job involvement (Seppälä et al., 2009; Hallberg & Schaufeli, 2006), job satisfaction (Coomber & Barriball, 2007) and organisational citizenship behaviour (Podsakoff, MacKenzie, Paine, & Bachrach, 2000). However, little attention has been paid to organisational commitment from the perspective of social approach, although this perspective conveys a strong message of the importance of intrinsic human consideration in organisations (Weir, 2004).

The local public administration has evolved over time to provide better services to society and this urges the need for committed employees in public sector. To act for the benefit of society is a critical obligatory factor in an organisation which can be attributed to social responsibility (Joyner & Payne, 2004; Jenkins, 2005). Striving for social responsibility helps individuals and government organisations to have a positive impact on society and social responsibility related to socially responsible behaviour in an ethical sense (Nicholas, 2007; Chandler & Werther, 2014). The strength of social obligation of an individual employee in an organisation depends on the employee's perception of social values in the organisation. Benefiting society in an ethically responsible manner is a moral and social obligation (Coombs & Holladay, 2012) that develops in employees to benefit society, and is deeply grounded in social values of organisation culture (Năstase, 2004). Although the early focus of organisational researchers was on corporate social responsibility in business

organisations (Carroll, 1979; Campbell, 2007), the mechanism explaining the relationship between social responsibility and organisation commitment in public sector services organisations has largely been ignored (Waters & Ott, 2014).

Moreover, the effects of social responsibility on commitment may vary according to perspective of employee perception because employee with different citizenship behaviours and social bonding may exhibit various patterns of social values in the organisational setting. For instance, employees that emphasise more consciousness show more social responsible behaviour than less conscious employees (McWilliams & Siegel, 2000). In addition, employees in different job status (permanent & contractual) believe that organisation owns them not in same level; the notion of social obligation suggests that these employees (permanent & contractual) have different levels of affiliation to the organisation (Seong, Hong, & Park, 2012). Although an increasing amount of research has addressed the factors of organisational commitment in employees (Hallberg & Schaufeli, 2006; Saks, 2006; Seppälä et al., 2009), few studies have addressed how citizenship behaviour and social bonding are related to the effects of social responsibility on organisational commitment. As such this study aims to contribute to the work on organisational commitment and fill the gaps in research while investigating effect of social responsibility on organisational commitment of public sector employees.

In summary, this study investigates the relationship between social responsibility and organisational commitment. In addition the paper tests the moderating effect of citizenship behaviour and social bonding in relationship between social responsibility and organisational commitment. Specifically, this study is focused on whether employee citizenship behaviour and social bonding apply a moderating influence on the social responsibility-organisational commitment relationship in local public administration in services organisations context. The increasing importance of providing better necessities to public, push that employee organisational commitment can enhance efficiency and performance of local public organisations. The study was a cross-sectional study of public employees in local public administration of Pakistan and hierarchical regression is used to test the hypothesis. It was found that social responsibility employed a considerable effect on organisational commitment. This study contributed a new mechanism of social responsibility ethical aspect discussed in this stream of research. The further article structure is that first we present literature review leading to hypotheses development, discussing the concepts of social responsibility, citizenship behaviour and social bonding in organisational commitment. Second, data and methods for the study are described. Third, we present results, following (fourth) by a section of discussion, the limitations, implications and recommendations of the study.

2 Literature Review and Hypotheses Development

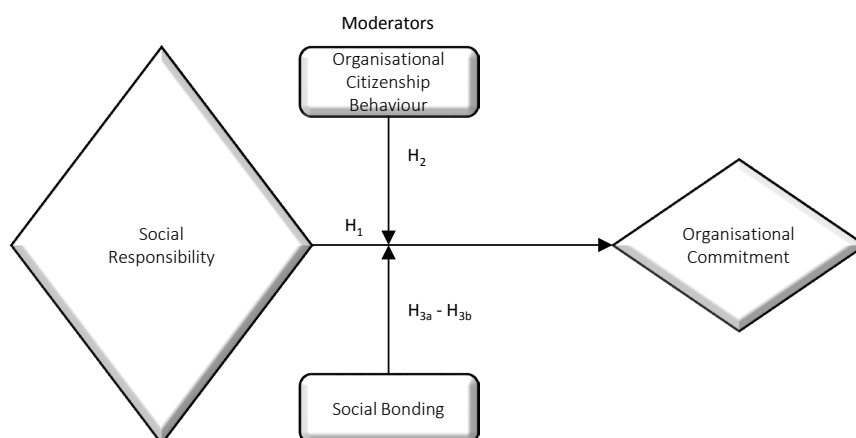
A global trend in public sector reforms in services organisations is that to improve services delivery and transform the environment of public sector to strengthen its customer orientation (Ritz, Giauque, Varone, & Anderfuhren-Biget, 2014). Responsiveness and consciousness in organisational citizenship behaviour is increased in the last decade to be an indicator of efficient public administration (Denhardt, Denhardt, & Blanc, 2013). Another trend is that public sector services organisations are attracting potential employees on temporary basis to improve specialised skill sets (Curristine, Lonti, & Joumard, 2007; Fernandez, Smith, & Wenger, 2007). Therefore, in social bonding, elements of attachment and involvement of permanent and temporary employees may affect the organisational commitment development in the public organisational social settings (McSwite, 2006; Sims, 2002). González and Garazo (2006) also indicated that conscientiousness commitment is less predictive in permanent employees than in temporary employees. In public administration services departments, managers must clearly understand temporary employees' emotions and sustain the organisation-employee attachment (Boles, Madupalli, Rutherford, & Wood, 2007; Vigoda, 2000a).

A key objective of making public administration more productive and competitive is to enable public sector socially responsible and to maintain organisational committed relationship between employees and organisation (Maynard, Thorsteinson, & Parfyonova, 2006). Thus, the focus of organisational commitment is considering whether all public services activities are directed toward establishing, developing and maintaining social approaches in relational exchanges (Jørgensen, 2014; Pedersen, 2014). Jørgensen (2014) also argues that public organisations need to find ways for better usage of human capital and organisational support in order to facilitate the development of organisational commitment. Thus, organisational commitment remains one of the most widely studied variables in the organisational behaviour literature (Maertz et al., 2007) with many critical organisations variables such as organisational performance (Riketta, 2002), job satisfaction, employee engagement (Welbourn & Schlachter, 2014) and citizenship behaviour (Bowler & Brass, 2006).

Social responsibility is the move to provide benefits to society and a tool for organisations to support and solve social issues to fulfil commitments (Kotler & Lee, 2005). Thus, social responsibility role in organisation is commitment of managers to improve and protect societal and environmental health (Campbell, 2007). Several researchers have examined the contribution of corporate social responsibility to organisational commitment in business management fields, such as employee perceptions of corporate social responsibility (Brammer, Millington, & Rayton, 2007), business performance (Gössling, 2011), corporate social responsibility and organisational commitment (Farooq, Payaud, Merunka, & Valette-Florence, 2014; Nejati & Ghasemi, 2013).

In the public organisational context, social responsibility is concerned with organisational ethics, transparency, committed to community and public image of non-profit organisations (Ihlen, Bartlett, & May, 2014). Further the operationalisation of constructs explains the importance of study variables in analytical framework. In order to direct the subsequent discussion, an analytical framework identifying the key hypotheses is included in this study in Figure 1.

Figure 1: Proposed Analytical Framework



2.1 The Role of Social Responsibility in Employee Organisational Commitment

The role of social responsibility in organisational commitment is the psychological attachment, involvement and sense of belonging of employee to the organisation (Meyer & Allen, 1991). Public sector social responsibility may include approaches that indicate equal employment opportunities, ethical behaviour, community involvement, contribution to the quality of life, environment protection, preservation of natural resources and contribution to local development (Jones, 2010). In this study, social responsibility refers to ethical aspects as screening out unethical influences, encouraging social engagement and socially responsible behaviour (Glavas & Godwin, 2012); because socially responsible behaviour is related to the recognition of cultural diversity, honesty, listening respectfully, empathy, considering difference in point of views, and working to solve interpersonal problems calmly among colleagues within the organisation. Thus, this study proposes the following hypothesis:

H1. Local public administrators perceived social responsibility positively influences their organisational commitment.

2.2 The Role of Organisational Citizenship Behaviour

Organisational citizenship behaviour is essential with altruism, courtesy, conscientiousness, sportsmanship and civic virtue of employees that improves organisational efficiency and effectiveness (Chien, 2004). The topic of voluntary behaviour is getting attention by organisational behaviour scholars especially in public administration (Cohen & Vigoda, 2000). In modern societies voluntary contribution has effect on society within the areas of public administration due to potential benefits like improved productivity in organisation (Podsakoff, Whiting, Podsakoff, & Blume, 2009). From social perspective organisational citizenship behaviour means obedience or respect, loyalty and participation. Because of the nature of extra role behaviour in organisation, organisational citizenship behaviour in public employees is more likely to develop moral aspect of commitment to their organisation (Payne & Webber, 2006).

Public sector employees with civic virtue involve in a conception of strong emotional commitments to welfare of public and employees are driven by moral obligations and close social relationships (Westwood, Chan, & Linstead, 2004). Thus, employees with citizenship responsibilities and attitudes might exhibit unselfish behaviours and good interpersonal relationships among co-workers within the public administration (Goodsell, 2011). Therefore, this study proposes the following hypothesis:

H2. Local public administrators perceived organisational citizenship behaviour positively moderates the relationship between social responsibility and employee organisational commitment.

2.3 The Role of Social Bonding

Social bonding is a critical factor of the attachment, commitment, involvement and faith of employees in organisation (Sims, 2002). Involvement, sense of belonging and pride toward organisation give strength to employee identification with organisational commitment (Laroche, Kalamas, & Cleveland, 2005). In this study, social bonding refers to full or partial inclusion of employees in organisation and identification with organisation in form of permanent or temporary job status may have varied importance attached to organisation. Many studies indicate differences between permanent and temporary employees in their organisational commitment and relationship with the organisation (Wang, 2014; Sobaih, Coleman, Ritchie, & Jones, 2011; Mayfield & Mayfield, 2006; Stamper & Van Dyne, 2003). Employees depending on their identification to organisation show behaviours and attitudes towards organisations and co-workers. Therefore, this study proposes the following hypotheses:

H3a. Job status moderates the relationship between social responsibility and public administrators' organisational commitment.

H3b. The effects of social responsibility on organisational commitment are stronger for local public administrators working on permanent basis than for local public administrators working on temporary basis.

2.4 The Study Setting

Before we consider hypotheses testing, it is important to look into some general information on Pakistan. Pakistan is a South Asian developing country that became an independent state in 1947 after liberation from the British in the sub-continent. Since its independence, Pakistan cycled through a number of politicians who, for the most part were tarnished by inefficiency, public administration is also suffering in lack of governance, and the ranges of irresponsible behaviours are the challenges to reform public employees. A large proportion of the population is not satisfied with services provided by local governments and there is a need to maintain the moral standards and human values in the conduct of public affairs in democratic setup of public administration. Pakistan is 95% Muslim (CIA, 2011) and religion also contributes to ethical attitude (Wong, 2008; Pace, 2013) as values of Islam strongly emphasise honesty, social justice and voluntary attitude. Pakistan scores 14 in individualism/collectivism dimension of culture and higher score in power distance society (Hofstede, 2013) which shows that such kind of societies are more willing to accommodate injustice and inequality (Hofstede, Hofstede, & Minko, 2010). Public organisations do not have good reputation in public because of their performance and the trust and confidence of the people in public officials as custodians of public interest has reached an all-time low in Pakistan (Jafri, 2013). In Pakistan public administration is culture bound or shaped by its social settings and environments, and public services organisations do not promote much activities of social responsibility (Fayaz, Zahid, & Khalil, 2011). The context of this study provides an opportunity to elucidate this phenomenon because public employees are less likely to be committed to the overall organisation as they relate less to the organisation's broader goals.

3 Research Methodology

3.1 Sample and Procedures

In this research, a survey questionnaire was used to get empirical data from local public administrators. Local public administrators were reached in person to collect using non-probability convenience sampling of the employees of local public organisations providing public services in Pakistan. The participants for this study include local public administrators of six urban cities from two provinces.

Between June and August, 2014, questionnaires were completed by local public administrators in urban city local public administration offices. A total

of 350 questionnaires were distributed in both provinces, 30 in each city to have representation from all government offices. All major local public organisations sub-units (municipal services, health, fire, police, revenues, education and so forth) participated in the study. These unit samples were then examined to ensure that they were representative in terms of socio-demographic (gender, age, work experience, and job status). Thus, the survey tried to reduce the possibility of under- or over representation of population from each urban municipality. In order to harvest more responses, several visits were made by authors to local public organisations. To control for social desirability bias and to provide anonymity, the purpose of the study was explained by authors and participants were not identified by name or designations to maintain confidentiality. The seven-point Likert scale ranging from '1- strongly disagree' to '7- strongly agree' was used to examine responses and the two-page questionnaire containing cover letter was distributed among local public administrators in services organisations. Out of a total of 350 questionnaires, 308 participants returned useable responses in this paper and pencil survey on a response rate of 88%. To make the questionnaire more acceptable a pilot test of the questionnaire was conducted to make sure it was understandable and the pilot testing also involved evaluation of reliability and accuracy of measurements.

Among local public administrators, related to demographic characteristics, 83% were males and 17% were females among the respondents. More than half of the respondents, 78%, were aged between 25 to 35 years, 16% were aged between 36 to 45 years and in the 46 to 60 years age bracket 6%. In terms of work experience, 163 (53%) respondents were having 5 to 10 years work experience, 67 (22%) were having 11 to 20 years work experience and 78 (25%) were having 21 to 30 years' experience. Most respondents in this study were permanent employees (58 percent), and 42 percent of the respondents were temporary employees. The prominent characteristics of demographic information of the participants depicted a gender divide more towards male and the majority of respondents were between 25 to 35 years of age and the majority of the respondents had 5 to 10 years of work experience, which gave a better roadway for analysing organisational commitment in public administrators.

3.2 Measures

Social Responsibility. Social responsibility measures used in this study were influenced by previous studies (O'Reilly & Chatman, 1986; Edwards, 2001; Jones, 2010; Glavas & Godwin, 2012) and modified according to the study setting to fit the current research context. The social responsibility was measured using three items on a seven-point Likert-type scale ranging from 1 'strongly disagree' to 7 'strongly agree'.

Organisational Commitment. The organisational commitment was assessed using a three-item scale adopted and modified from the study of Meyer

and Allen (1997) on a seven-point Likert-type scale ranging from 1 'strongly disagree' to 7 'strongly agree'.

Organisational Citizenship Behaviour. The organisational citizenship behaviour measures using in this study were influenced and modified from previous studies (Denhardt & Denhardt, 2000; Cohen & Vigoda, 2000; Chien, 2004; Podsakoff et al., 2009) and six items were used on a seven-point Likert-type scale ranging from 1 'strongly disagree' to 7 'strongly agree'.

Social Bonding. Social bonding to organisation was measured on the basis of job status of employees on permanent and temporary basis.

3.3 Results

Table 1 presents descriptive statistics, reliabilities, and inter-correlations among the variables. The reliabilities for all variables in the study are acceptable and the inter-correlations also demonstrate that most of the relationships predicted in the study are supported.

Table 1: Descriptive statistics, discriminant validity and correlations

	M	S.D.	1	2	3	4	5	6	7
1 Gender	0.68	0.47							
2 Age	35.80	7.49	0.07						
3 Work experience	8.99	7.39	0.19	0.33					
4 Social Bonding (Job Status)	0.58	0.37	0.08	0.11	0.07				
5 Social Responsibility	4.02	1.94	0.58**	0.21**	0.16**	0.21**	0.81		
6 Organisational Commitment	5.38	1.42	0.20*	0.34**	0.23**	0.16**	0.30**	0.74	
7 Organisational Citizenship Behaviour	5.43	1.38	0.15**	0.36**	0.62**	0.46**	0.44**	0.41**	0.71

** < 0.01 level, * < 0.05 level

Bold numbers on diagonal indicate the square root of average variance extracted for each construct.

Gender was encoded male = 1 and female = 0. Job Status was encoded permanent = 1 and temporary = 2.

The study constructs were ascertained using both exploratory factor analysis (EFA) and confirmatory factor analysis (CFA). All constructs and 12 items were first included in EFA, and the principal components method with varimax rotation was applied to purify the measurement and the results revealed that, for the 12 scale items loaded on their respective factors, all item factor loadings were > 0.5, and each factor had an eigenvalue > 1, indicating that the measurement items possess high discriminant validity.

Table 2: Accuracy analysis

Constructs	Cronbach's alpha	CR	AVE	Items	Loading	T- statistics
Social Responsibility	0.80	0.93	0.71	I give importance to ethical values at priority.	0.76	12.46
				I believe that I and my colleagues serve for the interest of society.	0.74	14.12
				I am conscious of my actions in official matters.	0.90	21.12
Organisational Commitment	0.74	0.92	0.66	I feel a strong sense of belonging to my organisation	0.85	19.69
				My stay with my organisation is a matter of necessity as much as desire.	0.88	14.58
				I will not leave my organisation because I have a sense of obligation to the people in it.	0.76	20.26
Organisational Citizenship Behaviour	0.82	0.85	0.77	I help co-workers in difficult tasks.	0.90	15.16
				I promote truthfulness and responsiveness in my organisation.	0.83	18.69
				I show integrity in my office work.	0.92	23.39
				I communicate well and cooperate with my colleagues.	0.87	32.66
				I obey my seniors and maintain good relations with them.	0.83	24.22
				I am responsible and make good use of resources	0.82	18.69

Confirmatory factor analysis (CFA) is conducted of all latent constructs and items to determine the reliability and validity of the constructs. To measure the latent constructs, reliability of scales is initially assessed via Cronbach alpha coefficient and social scientists suggest Cronbach alpha should be over 0.7 for a scale to be considered reliable. In Table 2, all Cronbach alphas range from 0.72 to 0.89. It shows Cronbach alpha is above 0.7 of all constructs. The convergent validity of model can be assessed through composite reliability and the average variance extracted. The average variance (AVE) exceeds 0.5 and composite reliability exceeds 0.7, the acclaimed value to be considered valid (Hair, Anderson, Tatham, & Black, 1998). Finally, Tables 1 and 2 clearly show that none of the squared correlations exceeded the AVE estimates. The results indicate that the measurement items have high discriminant validity. Hierarchical moderated regression is conducted to examine the relationship between social responsibility and organisational commitment and the moderating effect of organisational citizenship behaviour and social bonding (job status) on the social responsibility-organisational commitment relationship. Moderated regression allows for simultaneous estimation of multiple structural equations and permitted modelling of correlated criteria (Elbanna, Ali, & Dayan, 2011), and is particularly appropriate because it is used to examine the moderating effects of one or more variables on the relationship between two variables (Abebe, 2012).

**Table 3: Hierarchical moderated regression analysis
(moderating effects of organisational citizenship behaviour)**

	Model – 1.1			Model – 1.2			Model – 1.3		
	Standardised Coefficients			Standardised Coefficients			Standardised Coefficients		
	β	Sig.	<i>t</i>	β	Sig.	<i>t</i>	β	Sig.	<i>t</i>
(Constant)		0.000	3.48		0.000	3.79		0.000	0.18
Social responsibility	0.36	0.000	6.04	0.37	0.000	6.95	0.97	0.000	8.90
Organisational Citizenship Behaviour (OCB)				0.14	0.002	3.65	0.71	0.014	5.47
Social responsibility × OCB							0.55	0.026	3.89

OCB = organisational citizenship behaviour. Dependent Variable: organisational commitment

**Table 4: Hierarchical moderated regression analysis
(moderating effects of social bonding (job status))**

	Model – 2.1			Model – 2.2			Model – 2.3		
	Standardised Coefficients			Standardised Coefficients			Standardised Coefficients		
	β	Sig.	<i>t</i>	β	Sig.	<i>t</i>	β	Sig.	<i>t</i>
(Constant)		0.000	3.48		0.000	5.79		0.828	0.22
Social responsibility	0.36	0.000	6.04	0.36	0.000	7.05	0.95	0.000	8.12
Social bonding (Job status: 1 = P; 2 = T)				0.25	0.000	7.65	0.51	0.204	3.27
Social responsibility × Job status							0.51	0.043	2.01

(Job Status): P = employee on permanent basis. T = employee on temporary basis. Dependent Variable: organisational commitment

In this analysis, a series of three regression equations is used to test for moderating effects. First, organisational commitment is regressed on social responsibility, and then secondly, organisational commitment is regressed on social responsibility and the moderators (organisational citizenship behaviour or social bonding). Third, organisational commitment is regressed on social responsibility and the moderator (organisational citizenship behaviour or social bonding), and an interaction term is formed by multiplying the independent variable and the moderator. Two hierarchical moderated regression analyses are completed to test the main effect and the interaction hypotheses. In Table 3 and Table 4, models show the results and it is indicated in Model 1.1 and 2.1 that the effect of social responsibility on organisational commitment is significant at a level of 0.000 ($\beta = 0.36$; $p < 0.001$), thus supporting H1. The results in Model 1.3 show that the moderating effect of organisational citizenship behaviour on the social responsibility-organisational commitment relationship is significant at the 0.05 level ($\beta = 0.55$; $p < 0.05$), thus supporting H2. The moderating effect of social bonding (permanent vs temporary employees) on the social responsibility-organisational commitment relationship is significant at the 0.05 level ($\beta = 0.51$; $p < 0.05$), as shown in Model 2.3, thus supporting H3a and H3b. Based on these results, an increase in social responsibility yields a positive effect on organisational commitment. The effects of social responsibility on local administrators' organisational commitment are also stronger for permanent or having high

context organisational citizenship behaviour employees than for temporary or low context organisational citizenship behaviour employees.

Overall, the results in Table 3 show that social responsibility has strong relationship with organisational commitment in Model 1.3 as compared to model 1.1 and 1.2. Organisational citizenship behaviour has strong relationship with organisational commitment in Model 1.3 as compared to 1.2. Social responsibility along with citizenship behaviour modifies relationship with organisational commitment in Model 1.3. Table 3 has explained the proposed hypotheses H1 to H2 relationship between social responsibility, citizenship behaviour and organisational commitment. In Table 4, the results show that social responsibility has a strong relationship with organisational commitment in Model 2.3 as compared to Model 2.1 and 2.2. In Model 2.2, social bonding has a strong relationship with organisational commitment as compared to Model 2.3. Social responsibility along with social bonding modifies relationship with organisational commitment in Model 2.3. These relationships presented that social responsibility is very influential with relationship organisational commitment. However citizenship behaviour and social bonding presented little modified relationship with social responsibility and organisational commitment.

4 Discussion and Conclusion

Promoting services quality and general outcomes of public organisations have captured the attention of both academic researchers and practitioners in the field of public sector organisational behaviour (Meyer et al., 2002; Vigoda, 2000b; Huang & Hsiao, 2007). Several studies were done on such effects in the field of organisational behaviour but few studies focused on predicting organisational commitment from the social responsibility perspective in the public sector. Consequently, this study conceptualises social responsibility as predictor of organisational commitment. This study considers the effect of organisational citizenship behaviour and social bonding (work status) as moderators of the relationship between social responsibility and organisational commitment. The results show that social responsibility positively influences organisational commitment, and that employee citizenship behaviour and job status (i.e. permanent vs temporary) moderate the relationship between social responsibility and organisational commitment.

This study shows the effect of social responsibility on organisational commitment and the moderating role of organisational citizenship behaviour and social bonding in the social responsibility-organisational commitment relationship. The results clarify that social responsibility employs a considerable effect on organisational commitment. Local public administrators have perceived the positive role of social responsibility in organisation, such as listening respectfully to colleagues, serving for the interest of society, and screening out unethical behaviours. This indicates that employees who find

social cohesion in organisation feel a sense of obligation to be committed to the organisation. The results also indicate that organisational citizenship behaviour and social bonding (job status) moderate the influence of social responsibility on employee organisational commitment. The effects of social responsibility on organisational commitment are stronger for local public administrators with high levels of organisational citizenship behaviour or for permanent employees than for local public administrators with low levels of organisational citizenship behaviour or temporary employees. The results suggest that responses of employees with voluntary actions and with diverse job status vary in their effect on social responsibility that enables public organisations to align organisational social responsible behaviour in employees.

4.1 Contribution and Implications

This study enhances our understanding of the social responsibility–organisational commitment link by exploring moderating effects of relation oriented factors. We have introduced a new mechanism of social responsibility ethical aspect discussed in this stream of research. Previous studies instead are primarily based on social exchange and examine the link between social responsibility and organisational commitment. By drawing substance of social responsibility from ideas such as serving for public and ethical values at work place, this study opens new avenues for social responsibility in public organisations. Furthermore, whereas organisational behaviour literature mainly focuses on leadership social drive and other forms of social exchange, we introduce the concept of social bonding related to job status in organisation and suggest that employees reciprocate some of the conscious actions of the organisations that can produce good image of public services organisations.

The findings also contribute in existing literature that involvement of employees and behaviours in organisation influence differently on employee organisational attitudes (Cohen & Keren 2010). High levels of organisational citizenship behaviour and social bonding in the shape of job status can increase values and autonomy, and this understanding may help managers to formulate an effective social responsible environment (Podsakoff et al., 2009). This research also offers an interdisciplinary framework, in that it applies sociology and psychological aspects to public organisational phenomenon which needs more attention in contemporary public administration to comply with new public management approach.

Finally, results have significant practical implications for public organisations in general and for local public organisations in particular providing services. The effects of social responsibility on organisational commitment suggest that to ensure public employee commitment, public organisations must create a positive social responsibility environment, even though organisational actions are not necessarily controlling social responsibility. Moreover, the public management should recognise the social and ethical components

in the public sector as collectivist societies are inclined to form more commitment as well as socially inclined because of the high moral values that emphasise commitment to the workplace. Therefore, public managers may promote positive social responsible behavioural activities, such as responsiveness to public, screening out unethical behaviour and consciousness to enhance their perceived social responsibility in the public services organisations.

Organisational citizenship behaviour is a powerful tool that deserves more attention in the study of public administration and management. Managers in public organisations can also anticipate the critical role of participatory climate to increase committed employee organisational citizenship behaviour more effectively by providing social responsible environment. Public employees working in organisations need to consider close relationships with co-workers and public to improve quality of services. Local public organisations providing basic services may increase awareness that a high level of organisational citizenship behaviour necessitates collective social responsibility of employees.

Sense of belonging and pride toward organisation increase faith and consistency in public employees and indicates social bonding of individuals with government. Permanent employees feel more secure in public organisations than temporary or employees on contract basis. The findings of this study suggest that social bonding in form of permanent employees in public organisations integrates fully into the social setup of their organisation, and job security with organisation is crucial in forming attachment with organisation. In addition, social responsibility for permanent employees increases employee commitment to the organisation. Therefore, public managers should focus on facilitating social responsible environment in the organisational setting to satisfy the sense of belonging of permanent as well as of temporary employees.

Based on the contribution and implications of this study, public organisations can develop participatory involvement of employees by understanding the role of social responsibility in the organisation. This empirical study indicates the moderating role of organisational citizenship behaviour and social bonding in the relationship between social responsibility and organisational commitment, and provides useful insight to public services organisations in facilitating social responsibility environment among employees to promote effectiveness in the public arenas.

4.2 Limitations and Future Research

Despite its contributions, the present study has certain limitations. First, the study was conducted only in Pakistan, and the respondents were local public administrators in public organisations providing basic services to public. Although previous research has suggested that an ethical climate within

a public organisation is crucial for Pakistani employees (Jabeen & Jadoon, 2004; Islam, 2004), the antecedents and effects of organisational behaviour might differ among countries and cultures. A deeper understanding of the impact of social responsibility on organisational commitment across various public organisations can enable managers of public services sections to become more aware and take advantage of the differences in the effects of social responsibility among various social settings. Therefore, future studies should determine the validity of the current research findings regarding the organisational citizenship behaviour of public employees in other developing countries.

Second, the current study examined the effect of social responsibility on organisational commitment. The results show that social responsibility is more influential in determining organisational commitment for employees with high level of organisational citizenship behaviour and on permanent basis than for temporary and with low levels of organisational citizenship behaviour. The results indicate that other variables not addressed in the model must be causing commitment to occur for temporary employees. Because an increasing number of public employees are hired on contractual basis to serve in services organisations in local public administration, future research should consider other antecedents of organisational commitment for temporary employees. This study considers social responsibility as antecedent of organisational commitment in local public organisations providing services to public. Hence, future research can extend this analysis to other public organisations at provincial and federal level in Pakistan and in other developing countries. Further research is required to enhance the various social bonding strategies that result in response to various attachment and involvement bonds to public organisations such as benefits and reward system.

Third, methodologically, we used a convenience sample for data collection purposes. Therefore, the employees may not be representative of a wider population. The data used in this study are cross-sectional and, therefore do not provide evidence of causality. Conducting a longitude study will thus be worthwhile. Fourth, the sample was limited to local organisations providing services to public from six urban cities; it potentially limits generalisability of the results to other public organisations at provincial and federal level. By comparing differences in public employees responses to organisational commitment according to various social setups in other public organisations, future research can provide additional astute guidelines to organisational research from social responsibility perspective.

4.3 Recommendations and Conclusion

In management and organisational psychology, the emerging competitive public services environment emphasises a valuable self-derived contribution by public employees that can lead to better organisational commitment and success inside the workplace in Pakistan. Because socialisation of management practices in the public sector provide public managers with better tools for participation and involvement of administrators inside the workplace and the general promotion of citizenship altruistic behaviour at all social levels (Vigoda-Gadot & Golembiewski, 2004). This study focused on the effect of social responsibility on organisational commitment and examined the moderating effect of organisational citizenship behaviour and social bonding on the social responsibility-commitment relationship. This study recommends practical suggestions to improve organisational commitments of public sector employees in Pakistan because there is need for local public sector organisations to create good reputation in the public. In Pakistan public administration is culture bound or shaped by its social settings and environments and public services organisations should promote much positive activities of social responsibility. The public management top leaders should find motivational factors to boost employees to be more responsive to citizen needs. The objectives and strategies of the public sector are formed by the government of Pakistan and settings of behavioural strategies at organisational level should be included in their goals. Some rules should be set for maintaining ethical environment in the public organisations and ethics training should be given to public administrators delivering public services.

In the competitive public services environment, there is more need to promote understanding of the employee social responsibility-organisational commitment relationship in Pakistan that will lead to improve effectiveness and efficiency of public services. Social bonding (job status) between employees and government in public organisations must be taken into consideration using motivational factors for temporary employees. The organisations should provide the employees an opportunity to grow committed organisational citizenship behaviour within the organisation to combat corrupt behaviour in public administration of Pakistan. If public organisations in Pakistan can introduce the concept of social responsibility activities, they can find a number of determinants that can induce organisational commitment for their organisations.

It is concluded that this study clarifies the effect of social responsibility on organisational commitment and the moderating role of organisational citizenship behaviour and social bonding in the social responsibility-organisational commitment relationship. The findings of the present study point out the need for organisations to provide employees with the necessary social responsibility activities that lead to organisational commitment. Local public administrators have perceived positive role of social responsibility

in organisation, such as listening respectfully to colleagues, serving for the interest of society, and screening out unethical behaviours. This indicates that employees, who find social cohesion in organisation, will feel sense of obligation to be committed to the organisation. The results also indicate that organisational citizenship behaviour and social bonding (job status) moderate the influence of social responsibility on employee organisational commitment.

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POVZETEK

1.01 Izvirni znanstveni članek

Družbena odgovornost in organizacijska pripadnost v lokalni javni upravi: Blagodejna vloga organiziranega državlanskega vedenja in družbene povezanosti

V članku proučujemo, ali družbena odgovornost uslužbencev v lokalni javni upravi povečuje organizacijsko pripadnost. Poleg tega raziskujemo blagodejno vlogo državlanskega vedenja in družbene povezanosti javnih uslužbencev (pri zaposlenih za določen in nedoločen čas) v povezavi z družbeno odgovornostjo in organizacijsko pripadnostjo. Empirični podatki za raziskavo so bili zbrani pri lokalnih uradnikih v službah lokalne javne uprave v Pakistanu ($n = 308$). V članku proučimo odnos med družbeno odgovornostjo in organizacijsko pripadnostjo ter preverimo blagodejni učinek državlanskega vedenja in družbene povezanosti na odnos med družbeno odgovornostjo in organizacijsko pripadnostjo. Raziskava se podrobneje ukvarja z vprašanjem, ali imata državljansko vedenje in družbena povezanost uslužbencev blagodejni učinek na odnos med družbeno odgovornostjo in organizacijsko pripadnostjo v službah lokalne javne uprave. Ob vse večji pomembnosti boljšega zadovoljevanja potreb javnosti ugotavljamo, ali je lahko organizacijska pripadnost zaposlenih spodbuda, ki izboljša učinkovitost in delovanje lokalnih javnih organizacij.

Pričujoča raziskava nam bo pomagala izboljšati naše razumevanje povezanosti med družbeno odgovornostjo in organizacijsko pripadnostjo s pomočjo raziskovanja blagodejnih učinkov na dejavnike, osredotočene na ta odnos. Uporabili smo nov mehanizem etičnega vidika družbene odgovornosti, o katerem razpravljamo v tem delu raziskave. Predhodne raziskave temeljijo predvsem na družbeni izmenjavi in proučujejo povezanost med družbeno odgovornostjo in organizacijsko pripadnostjo s tega vidika. Ta raziskava pa za temelje družbene odgovornosti postavi ideje, kot so služenje javnosti in etične vrednote na delovnem mestu, in s tem odpre nove možnosti družbene odgovornosti v javnih organizacijah. Poleg tega smo v nasprotju z obstoječo literaturo o organizacijskem vedenju, ki se osredotoča predvsem na vodenje, družbeni pogon in druge oblike družbene izmenjave, uvedli koncept družbene povezanosti v povezavi s statusom delovnega mesta v organizaciji. Naša hipoteza je, da se uslužbenci odzovejo na zavestna dejanja organizacije, kar lahko privede do pozitivne podobe lokalnih družbenih organizacij.

Naša odkritja prinašajo dodatne dokaze za idejo, izraženo v obstoječi literaturi, ki pravi, da imata vključenost zaposlenih ter vedenje organizacije neposreden učinek na odnos zaposlenih do organizacije. Visoka stopnja organiziranega državlanskega vedenja in družbene povezanosti v obliki statusa delovnega mesta lahko poveča vrednote in avtonomijo, s čimer lahko vodje ustvarijo učinkovito okolje za družbeno odgovornost. Raziskava ima interdisciplinarni okvir, saj se nanaša na sociološke in psihološke vidike fenomena javnih organizacij, ki mu moramo v sodobni javni upravi posvetiti več pozornosti, če želimo delovati v skladu z novim pristopom javnega upravljanja.