

Ahmed Y.H. Ebeid (Egypt)

Corporate social responsibility and its relation to organizational commitment

Abstract

This study addresses the potential relationship between social activities conducted by an organization and its employees' organizational commitment. The aim of the current study is to figure out the practical range of affording the social activities, especially those which are presented to one of the most important stakes – employees. In addition, the paper explores whether these activities are related to the employees' organizational commitment. Employees and middle-level managers (N = 536, 232 respectively) at five public-business companies in Egypt were addressed through two questionnaires to evaluate their corporate social responsibility (CSR), and organizational commitment. Current study found that practicing social activities – especially those which are presented to the employees as one of the most important stakeholders – affect positively the employees' organizational commitment. This result would support the usefulness of the stakeholder theory compared with agency theory, and indicates that undertaking social activities could be positively returned to the organization as non-monetary benefits in extent of operationalizing the cost benefit analysis.

Keywords: corporate social responsibility (CSR), organizational commitment, stakeholder theory.

JEL Classification: M14, M19.

Introduction

As an organization seeks to achieve its own goals, it operationalizes many different activities that would result in achieving such goals. Accordingly, if any activity does provide a value added, it should not be adopted.

Is an organization in need of practicing social activities? This is considered as a starting question to introduce the meaning of Corporate Social Responsibility (CSR), and clarify whether it is worthwhile to be adopted – in general and from specific point of view (employees' point of view).

The term CSR has been first formalized by Bowen in 1953, who referred to the necessity of undertaking action by businessmen, which are desirable in terms of objectives and values of society (Falck and Heblich, 2007). CSR is related to considering all of an organization's stakeholders to treat them ethically or in socially responsible manner. It balances between two aspects; achieving higher and higher standards of living, at the same time preserving the profitability of the organization for its stakeholders – within and outside the organization (Hopkins, 2006). In other words, CSR calls corporations for undertaking their responsibilities as seriously as they seek their economic objectives (Tsai and Hsu, 2008). In addition, CSR is defined as a "concept whereby companies integrate social and environmental concerns in their business operations and in their interactions with their stakeholders on a voluntary basis" (Crowther and Aras, 2008, p. 11).

Agency and stakeholder theories. CSR could be seen from realizing two turning points: agency and stakeholder theories. The agency theory advocates that

the legal representatives of the organization – the managers – are not willing to afford their organization the costs of social conducts, instead, they decide to take actions as their roles dictate, since they are agents of the principals (Falck and Heblich, 2007). In this context, Obalola (2008, p. 540) said "the idea of agency theory is to control the substantial goal conflicts between principals and agents, particularly where agents, by virtue of their positions, engage in opportunistic behavior to detriment of their principals." Regarding this point of view, managers in a free economic system are responsible for the shareholder value; the essential task they should undertake is to maximize the value of the enterprise. Accordingly, all resources are employed to achieve their best possible use (Falck and Heblich, 2007). In this context, morality would be occurred as an extent of achieving the economic benefits, otherwise the ethical perspective would not be justified, as managers are agents who employed to maximize the principals' wealth (Obalola, 2008).

As an introduction to stakeholder theory, social development issue should be treated as a partnership between government and private and non-governmental actors and, in particular, the corporate sector (Hopkins, 2006). The initial idea of the stakeholder theory could be translated in the extent that the organization balances a multiplicity of interests; it considers stockholders, employees, suppliers, dealers, local communities, and the nation, while it operates its businesses. Hopkins (2006) stated that stakeholder theory could be seen as fiduciary relationship between managers and stakeholders – the group which can affect or are affected by the achievement of the organization's objectives.

Falck and Heblich (2007, p. 247) indicate that "strategically practicing corporate social responsibility, company can do well by doing good,

in other words, it can make a profit and make the world better place at the same time." They add adopting corporate social activities implicitly that includes a long-term shareholder value approach, which is reflected by a long-term view of profit maximization. Accordingly, Falck and Heblich (2007) indicate that if a company seeks to survive and prosper, the best way to achieve that is to take a long-term view into account and realize how to treat socially well, thus, society will return the favor.

The reasons for raising the CSR. Hopkins (2006) has concluded a set of reasons for raising the concern of CSR. They are: 1) Scandals that happened as a result of unethical practices by corporations; 2) The need for adequate coverage of the SCR terminology; 3) The stage that CSR is occupying currently, which is the diffusion stage; 4) Presence of new laws to govern corporations in extent of characterizing the field of CSR; 5) The invention of the government into the CSR act, the trend of international development, which is adopted by more and more companies, which would be translated in three different types: developing philanthropy, supporting the developing countries, and development assistance to enhance the company's reputation; 6) The increase of corporation's share prices as a result of being ethical corporation.

Organizational commitment. Organizational commitment indicates that the committed employees' believe in the organizational values and goals, and undertake activities to achieve them, they are not willing to leave the organization, and are ready to provide considerable effort (Schwepker, 2001). An organization uses the organizational commitment as a psychological bond (Meyer, Allen, and Smith, 1993; Schwepker, 2001) to affect its employees to behave in ways that are consistent with its interests (Schwepker, 2001). It could be seen as "the relative strength of an individual's identification with an involvement in a particular organization" (Mowday, Steers, and Porter, 1979, p. 226). This definition has long been an object of interest in the area of organizational commitment (Steyrer, Schiffinge & Lang, 2008) and it is acceptable among many researchers (Beck & Wilson, 2000; Shaw, Delery & Abdulla, 2003; Demir, Sahin, Teke, Ucars & Kursun, 2009).

In general, if an organization succeeds in achieving high levels of its employees organizational commitment it will gain positive effects (Schwepker, 2001; Steyrer et al., 2008; Demir et al., 2009), such as high performance, greater satisfaction, and lower turnover (Meyer, Stanley, Herscovitch & Topolnytsky, 2002; Schwepker 2001). This assumption has been at least partly

confirmed by empirical findings (Steyrer et al., 2008). In contrast, if an organization achieves lower levels of such commitment, it will be encountered with the dysfunction to both the organization and employees (Schwepker, 2001). "Consequently employees with low commitment can be costly to an organization" (Demir et al., p. 929).

To answer, partially, the introductory question "Is an organization in need of practicing social activities", the following benefits which are derived from CSR adoption may represent the answer (Weber, 2008, p. 248-250):

1. Positive effect on company image and reputation.
2. Positive effects on employees' motivation, retention, and recruitment.
3. Cost saving, as a result of adopting and implementing sustainability strategy (e.g., substitution of material).
4. Revenue increases as a result of higher sales and market share.
5. CSR-related risk reduction or management (e.g., avoiding the negative press boycotts).

The current research focuses on the third category of benefits mentioned previously. Weber (2008) argues that undertaking CSR activities by a company can directly and positively affect its employees as they might be more motivated working in a better working environment. At the same time, these social activities can directly or indirectly influence the degree of attractiveness of the company for potential employees.

Although many researches addressed CSR and the issues of its benefits, a gap still exists in the literature regarding the relationship between CSR and organizational commitment. The current study would help to fill this gap.

Research questions

Q1: In the Egyptian public-business companies, do employees' income level, period of retention, gender, and age affect their organizational commitment?

Q2: Does Egyptian public-business companies' adoption of CSR affect the employees' organizational commitment – after controlling for income level, period of retention, gender, and age variables?

Q3: Do the opinions of the managers of the Egyptian public-business companies differ from the opinions of the employees, with regard to:

- ◆ the priority of importance in the extent of the organization's objectives;
- ◆ the range of sufficiency regarding the social activities that are achieved by the organization in the extent of solving many of stakeholders problems – which are not occurred directly as a result of the organization's businesses; and

- ◆ the appropriate choice between: undertaking activities to eliminate the negative outcomes which resulted from the organization's businesses, or participating to solve social problems – which the organization is not the main cause of, or both of them.

Research hypotheses

H1: There is a significant effect of employees' income level, period of retention, gender, and age on their organizational commitment.

H2: There is a significant effect of the organization's adoption of CSR on the employees' commitment – after controlling for employees' income levels, periods of retention, gender, and age.

H3: There is no significant difference between managers' and employees' opinions with regard to:

- ◆ the priority of importance in the extent of the organization's objectives;
- ◆ the range of sufficiency regarding the social activities that are achieved by the organization in the extent of solving many of stakeholders problems – which do not occur directly as a result of the organization's businesses;
- ◆ the appropriate choice between: undertaking activities to eliminate the negative outcomes which resulted from the organization's businesses, or participating to solve social problems – which the organization is not the main cause of, or both of them.

1. Method

1.1. Sample. The sample of the current study consists of 536 employees and 232 middle-level managers, from five public business companies – organizations owned by governmental and private parties; Aldelta Flour and Mills, Aldakhlia for Spinning and Weaving, Misr Oils and Soup Corporation, Aldakhlia for Rice Mills, and Talkaa Fertilizers. They represent companies from the most polluting industries in Egypt. Thus, they would be expected to undertake a wide range of CSR activities.

The target sample was intended to be divided into two groups: managers (middle-level managers), and all employees, although, the returned questionnaires were 232 and 536, respectively.

The questionnaire dissemination process lasted from September till November 2009. To disseminate the questionnaires, the current researcher was obligated to give each company its portion of questionnaires, then each of them assigned a representative who clarified the nature of the questionnaire to the respondents, to answer their expected questions.

Table 1 represents employees' sample description according to income level, retention period, gender, and age.

Table 1. Employees' sample description according to income level, retention period, gender, and age

	Frequency	Percentage
Income level		
Less than 500	69	13.3
From 500 to 700	227	43
Greater than 700	224	43.7
Total	520	100.0
Retention period		
Less than 3 years	18	3.5
From 3 to 5 years	129	24.8
More than 5 years	393	71.7
Total	520	100.0
Gender		
Male	392	75.0
Female	131	25.0
Total	523	100.0
Age		
Less than 30 years	65	12.8
From 30 to 45	311	61.5
More than 45	130	25.7
Total	506	100.0

As shown in Table 1, males accounted for 75% of the sample, almost three quarter of all employees had retention period of more than five years. In addition, the age of almost two-thirds of the sample ranged from 30 to 45 years. Only 13% of all employees were under 500 Egyptian ponds (EGP) in terms of income.

1.2. Questionnaire development. The current study includes two questionnaires, presented in Arabic language. The first one is for employees, and the second belongs to the middle-level managers. The employees' questionnaire consists of three parts: Part 1, measuring the company's concern of CSR and its activities plus their own opinions in this context (fourteen items), was based on the original questionnaires of Refaey (1979) and Abd Alrahmaan and Kandeel (2007); Part 2, assigned for measuring the employees' organizational commitment (fifteen items), was based on the original questionnaire of Mowday et al. (1979); Part 3 was assigned to determine the employees' income level, period of retention, gender, and age. Whereas middle-level managers questionnaire consists of only one part to reflect another point of view regarding the company's concern of CSR (three items), it was based on the original questionnaires of Refaey (1979) and Abd Alrahmaan and Kandeel (2007). Each respondent was asked to indicate on a 5-point scale the degree to which each statement reflects his response. Responses could be ranged from 0 to 5.

1.3. Questionnaire validity analysis. Factorial validity has been tested using Exploratory Factor

Analysis (EFA). Results of items' factor loading are shown in the Appendix (component matrix). Principal component analysis was used as extraction method without rotation. As shown in the Appendix, all of the fifteen items are loaded on only one factor which is named as organizational commitment. All items showed very high loadings ranged from 0.82 (my organization inspires the very best in me in the way of job performance) to 0.51 (there is too much to be gained by sticking with my organization). This factor explains 48% of all items variance, which refers to validation of the instrument to measure the organizational commitment.

1.4. Questionnaire reliability analysis.

Organizational commitment scale has been tested in terms of reliability using Cronbach's Alpha method. Items showed high internal consistency (Alpha = 0.89), this value is high enough to ensure the internal consistency reliability of the scale.

2. Results

Data were analyzed using SPSS 15.0 (SPSS Inc., 2007).

2.1. Hypothesis 1. Table 2 illustrates that the mean of organizational commitment of employees who occupy the income level which is less than 500 EGP was 47.32, while the mean of organizational commitment of those occupying the level which is between 500 to 700 EGP was 50.41, eventually, the mean of organizational commitment of those who occupy the income level which is greater than 700 EGP was 61.67, which indicates that the higher the income is, the higher the employees' organizational commitment appears to be.

Table 2. Mean and standard deviation of organizational commitment according to income level

Income	Mean	Std. deviation
Less than 500	47.32	10.26
From 500 to 700	50.41	11.64
Greater than 700	61.67	11.44

It was found, also, that there are significant differences between the means of employees' organizational commitment according to the variety of their income levels, $F = 72.66$ ($P < 0.001$).

Table 3 shows multiple comparisons among income level means for organizational commitment.

Table 3. Multiple comparisons of organizational commitment according to income level

Income	Income	Mean difference	Sig.
1. Less than 500	2. From 500 to 700	-3.09	0.12
	3. Greater than 700	-14.36 *	0.00
2. From 500 to 700	3. Greater than 700	-11.27 *	0.00

Note: * The mean difference is significant at the 0.05 level.

The mean difference that resulted from the comparison between the employees who occupy the income level below 500 EGP and those occupying the level which is greater than 700 EGP is significant, the same holds true for the difference which resulted from the comparison between those whose income level is from 500 to 700 and those whose income level is greater than 700 EGP.

Table 4 indicates that the mean of organizational commitment of employees who have been working at the organization since less than 3 years was 47.72, whereas the mean of organizational commitment of employees who have been working at the organization since a period between 3 to 5 years was 53.35, and the mean of organizational commitment of employees who have been working since more than 5 years was 55.71, which means the higher the period of retention is, the higher is the employees' organizational commitment.

Table 4. Mean and standard deviation of organizational commitment according to period of retention

Period of retention	Mean	Std. deviation
1. Less than 3 years	47.72	10.09
2. From 3 to 5 years	53.35	11.80
3. More than 5 years	55.71	13.20

There are significant differences between the means of employees' organizational commitment scores according to the variety of the periods they spent in the organization, $F = 4.55$ ($P < 0.011$).

It was found a significant difference that resulted from the comparison between the employees who have retained in the organization for less than three years and who have retained for more than five years. The same goes for the comparison between the employees who have retained from three to five years and those who have retained for more than five years.

Table 5 illustrates that the mean of organizational commitment of male employees was 56.33, while the mean of organizational commitment of female employees was 50.

Table 5. Mean and standard deviation of organizational commitment according to gender

Gender	Mean	Std. deviation
1. Male	56.33	13.39
2. Female	49.96	9.96

It was found that there are significant differences between the means of organizational commitment according to the gender of employees, $F = 24.73$ ($P < 0.001$).

Table 6 illustrates that the mean of organizational commitment of employees whose ages are less than 30 years was 47.28, whereas the mean of organizational commitment of employees whose ages are from 30 to 45 was 53.52; the organizational

commitment of employees whose age are more than 45 was 62.77, which indicates that the higher the employees' ages is, the higher the employees' organizational commitment will be.

Table 6. Mean and standard deviation of organizational commitment according to age

Age	Mean	Std. deviation
1. Less than 30 years	47.28	8.85
2. From 30 to 50	53.52	12.85
3. More than 45	62.77	11.01

It was found that there are significant differences between the means of organizational commitment according to employees' ages, $F = 43.37$ ($P < 0.001$).

The results indicate a significant difference that resulted from the comparison between the employees whose ages are less than 30 and those

whose ages range from 30 to 45; a similar situation holds when the same comparison is done between the employees whose age are less than 30 years and those whose ages are more than 45. Eventually, it illustrates the significant difference that resulted from the comparison between employees whose ages range from 30 to 45 years and those whose ages are more than 45 years.

2.2. Hypothesis 2. With regard to the variable of decreasing, the percentage of pollution that results from the organizations' processes, it was found that (R^2) equals 0.37 which means that 37% of the variance of the employees' organizational commitment is explained by the current variable, plus income level, period of retention, gender, and age variables, $F = 37.23$ ($P < 0.001$).

Table 7. Results of regression analysis for the variable of decreasing the percentage of pollution that results from the organizations' processes

Independent variable	Standardized coefficients	Sig.
	Beta	
Activities for decreasing the pollution that results from organizations processes	0.42	0.00
Organization's contribution to solving the social problems	0.56	0.00
Organization's policies that support not to pollute the environment	0.40	0.00
Preventing the employees from negative internal side effect that results from the organization's processes	0.49	0.00
Providing a secure work environment	0.57	0.00
Preserving to provide high quality products to customers	0.48	0.00
Providing adequate compensations to employees due to working in polluted internal environment	0.47	0.00
Availability of protection tools to employees against work risks	0.54	0.00
Adequate Medicare for employees	0.59	0.00
Secure usage of provided products to customers	0.48	0.00

Table 7 indicates that the highest standardized coefficient (Beta) that belongs to the variable of activities for decreasing the pollution results from organization's processes.

After controlling for income level, retention period, gender, and age variables, increasing the variable of activities for decreasing the pollution that results from organization's process by one unit increases employees' organizational commitment by 0.42.

With regard to the variable of organization's contribution to solving the social problems, it was found that (R^2) equals 0.41 which means that 41.4% of the variance of the employees' organizational commitment is explained by the current variable, plus income level, period of retention, gender, and age variables, $F = 105.69$ ($P < 0.001$).

Table 7 indicates that the highest Beta belongs to the variable of organization's contribution to solving the social problems.

After controlling for income level, period of retention, gender, and age variables, increasing the variable of organization's contribution to solving the social problems by one unit increases employees' organizational commitment by 0.56.

With regard to the variable of the organization's policies that support not to pollute the environment, it was found that (R^2) equals 0.48 which means that 41.4% of the variance of the employees' organizational commitment is explained by the current variable, plus income level, period of retention, gender, and age variables, $F = 70.1$ ($P < 0.001$).

Table 7 illustrates that the highest Beta belongs to the variable of the organization's policies that support not to pollute the environment.

After controlling for income level, period of retention, gender, and age variables, increasing the variable of the organization's policies that support not to pollute the environment by one unit increases employees' organizational commitment by 0.4.

With regard to the variable of preventing the employees from negative internal side effect as a result of the organization's processes, it was found that (R^2) equals 0.48 which means that 47.5% of the variance of the employees' organizational commitment is explained by the current variable, plus income level, period of retention, gender, and age variables, $F = 89.9$ ($P < 0.001$).

Table 8 indicates that the highest Beta belongs to the variable of preventing employees from negative internal side effects.

After controlling for income level, period of retention, gender, and age variables, increasing the variable of preventing employees from negative internal side effects by one unit increases employees' commitment by 0.49.

With regard to the variable of providing a secure work environment, it was found that (R^2) equals 0.54 which means that 54.4% of the variance of the employees' organizational commitment is explained by the current variable, plus income level, period of retention, gender, and age variables, $F = 117.9$ ($P < 0.001$).

Table 7 illustrates that the highest Beta belongs to the variable of providing a secure work environment.

After controlling for income level, period of retention, gender, and age variables, increasing the variable of providing a secure work environment by one unit increases employees' commitment by 0.57.

With regard to the variable of preserving to provide high quality products to customers, it was found that (R^2) equals 0.48 which means that 47.6% of the variance of the employees' organizational commitment is explained by the current variable, plus income level, period of retention, gender, and age variables, $F = 90.12$ ($P < 0.001$).

Table 7 indicates that the highest Beta belongs to the variable of preserving to provide high quality products to customers.

After controlling for income level, period of retention, gender, and age variables, increasing the variable of preserving to provide high quality products to customers by one unit increases employees' environment by 0.48.

With regard to the variable of providing adequate compensations to employees due to working in polluted internal environment, it was found that (R^2) equals 0.47 which means that 47% of the variance of the employees' organizational commitment is explained by the current variable, plus income level, period of retention, gender, and age variables, $F = 87.91$ ($P < 0.001$).

Table 7 illustrates that the highest Beta belongs to the variable of providing adequate compensations to employees due to working in polluted internal environment.

After controlling for income level, period of retention, gender, and age variables, increasing the

variable of providing adequate compensations to employees due to working in polluted internal environment by unit increases employees' organizational commitment by 0.47.

With regard to the variable of the availability of protection tools to employees against work risks, it was found that (R^2) equals 0.54 which means that 53.5% of the variance of employees' organizational commitment is explained by the current variable, plus income level, period of retention, gender, and age variables, $F = 114.44$ ($P < 0.001$).

Table 7 indicates that the highest value of Beta belongs to the variable of availability of protection tools to employees against work risks.

After controlling for income level, period of retention, gender, and age variables, increasing the variable of availability of protection tools to employees against work risks by unit increases employees' organizational commitment by 0.54.

With regard to the variable of adequate Medicare for employees, it was found that (R^2) equals 0.57, which means that 56.5% of the variance of employees' organizational commitment is explained by the current variable, plus income level, period of retention, gender, and age variables. $F = 129.15$ ($P < 0.001$).

Table 7 illustrates that the highest Beta belongs to the variable of adequate Medicare for employees.

After controlling for income level, period of retention, gender, and age variables, increasing the variable of adequate Medicare for employees by unit increases employees' organizational commitment by 0.59.

With regard to the variable of secure usage of provided products to customers, it was found that (R^2) equals 0.48 which means that 48% of the variance of employees' organizational commitment is explained by the current variable, plus income level, period of retention, gender, and age variables. $F = 91.39$ ($P < 0.001$).

Table 7 indicates that the highest Beta belongs to the variable of secure usage of provided products to customers.

After controlling for all demographic variables, increasing the variable of secure usage of provided products to customers by unit increases employees' organizational commitment by 0.48.

2.3. Hypothesis 3. Table 8 illustrates the comparison between employees' and managers' opinions regarding the priority of importance for achieving the maximum profits, preserving the positive image of the organization in the eyes of its customers, and assisting the government to achieve the developmental social plans.

Table 8. Comparison between employees and managers regarding the priority of the organization's objectives

Job	Mean	Std. deviation	t	Sig. (2-tailed)
Achieving the maximum profits Employees Managers	1.71 1.63	.67 .58	1.482	.14
Preserving the positive image Employees Managers	2.58 2.49	.70 .71	1.62	.11
Assisting the government Employees Managers	1.67 1.83	.77 .89	-2.53	.01

The means and standard deviations of all objectives were very similar to employees and managers. Table 8 shows there are no significant differences between employees' and managers' mean scores for achieving the maximum profits and preserving the positive image of the organization in the eyes of its customers, however, significant difference was found between employees and managers mean scores for assisting the government in achieving the developmental social plans.

Table 9 illustrates the comparison between employees and managers regarding the range of sufficiency in terms of the social activities that are achieved by the organization with regard to solving many of stakeholders' problems – which the organization is not the cause of.

Table 9. Comparison between employees and managers regarding the sufficiency range of social activities

Job	N	Mean	Std. deviation	t	Sig. (2-tailed)
Range of social activities sufficiency Employees Managers	517 227	1.71 1.63	.67 .58	1.38	.17

The means and standard deviations of selected ranges were very close for employees and managers. Table 9 shows there are no significant differences between employees and managers' mean scores for the range of sufficiency in terms of social activities that are achieved by the organization with regard to solving many of stakeholders problems – which the organization is not the cause of.

Table 10 shows the percentage of employees and managers who choose the appropriate activity that should be adopted by the organization.

Table 10. The appropriate activity crossed by job type (employees & managers)

	Job		Total
	Employees	Managers	
Eliminating the negative outcomes % within job	23.8%	15.6%	21.7%
Assisting to solve social problems % within job	14.9%	22.2%	16.7%
Both % within job	61.3%	62.3%	61.5%

Most of employees and managers (greater than 60%) see that the organization should follow both routes; eliminating the negative outcomes which resulted from the organization's businesses parallel with participating in solving social problems – which the organization does not the direct reason to get them occurred. Although, most of remaining portion of employees see that organization should pay more attention to the context of eliminating the negative outcomes which resulted from the organization's businesses, the remaining portion of managers see that the organization should follow the route of participating to solve social problems – which the organization is not the main cause of.

Chi-square test shows that there is a significant difference (7.82, $p < .01$) between employees and managers choices for the activity that should be adopted by the organization.

Discussion and conclusions

The aim of the current study is to figure out the practical range of affording the social activities, especially those which are presented to one of the most important stakes – employees. In addition, the paper explores whether these activities are related to the employees' organizational commitment. Results indicate that the employees' income level, period of retention, gender, and age affect their organizational commitment. Which means the higher the income level, the period of retention, and age, the higher the employee's organizational commitment will be. In addition, male employees showed higher organizational commitment compared with female ones. After controlling for such variables, current research found that increasing social activities undertaken by organizations, such as decreasing the pollution rates, providing a secure work environment, providing high quality products to customers, increases the organizational commitment. This result would support the usefulness of the stakeholder theory, and indicates that undertaking social activities could be positively returned to the organization as non-monetary benefits that can influence a company's competitiveness and economic success (Weber, 2008).

In addition, it was found that, there is a high compatibility between employees and managers with regard to ranking the organizational objectives priorities, which would lead to simplicity of achieving these objectives and unifying all inside efforts towards accomplishment. Also, it was found a high agreement between employees and managers regarding the range of sufficiency in terms of affording social activities, which suggests no existence of conflict of interests, at least, between the organization and its employees. Most employees

and managers have the same point of view regarding the appropriate route that the organizations should follow while practicing social activities.

Recommendations. Based on previous findings, current research recommends any organization who wants to survive in business environment to pay enough attention to the social aspects, and it would be more appropriate – especially in developing

countries – to establish a department entitled "Social Responsibility Department" to plan, implement, and monitor the social activities that would be presented to the organization's stakeholders.

Further studies. Current research suggests monitoring the social practices adopted by services and non-for-profit organizations in developing countries to complete a comprehensive picture of CSR.

References

1. Abd Alrahmaan, A.G. & Kandeel, N.A. (2007). Adoption of Social Responsibility Philosophy within Corporations and its Effect on Brand Loyalty, *Commercial Studies and Researches*, 1, 1, 821-869.
2. Beck, K. & Wilson, C. (2000). Development of Affective Organizational Commitment: A Cross-Sequential Examination of Change with Tenure, *Journal of Vocational Behavior*, 56, 114-136.
3. Crowther, D. & Aras, G. (2008). Corporate Social Responsibility, available at BookBoon.com, Last access 13/12/2009.
4. Demir, C.C., Sahin, B., Teke, C.K., Ucars, C.M. & Kursun, O. (2009). Organizational Commitment of Military Physicians, *MILITARY MEDICINE*, 174, 929-935.
5. Flack, O. & Hebllich, S. (2007). Corporate Social Responsibility: Doing Well by Doing Good, *Business Horizons*, 50, 247-254.
6. Hopkins, M. (2006). What Is Corporate Social Responsibility all About?, *Journal of Public Affairs*, 6, 298-306.
7. Meyer, J., Allen, N. & Smith, C. (1993). Commitment to Organizations and Occupations: Extension and Test of a Tree-Component Conceptualization, *Journal of Applied Psychology*, 78, 538-551.
8. Meyer, J., Stanley, D., Herscovitch, L. & Topolnytsky, L. (2002). Affective, Continuance, and Normative Commitment to the Organization: A Meta-analysis of Antecedents, Correlates, and Consequences, *Journal of Vocational Behavior*, 61, 20-52.
9. Mowday, R., Steers, R. & Porter, L. (1979). The Measurement of Organizational Commitment, *Journal of Vocational Behavior*, 14, 224-247.
10. Obalola, M. (2008). Beyond Philanthropy: Corporate Social Responsibility in the Nigerian Insurance Industry, *Social Responsibility Journal*, 4, 4, 538-548.
11. Refaey, R. (1979). The Organizations' Responding Range for Social responsibility: Applied Study in Aldakhlia Governorate, *Egyptian Journal for Commercial Studies*, 3,1, 177-219.
12. Schwepker, C. (2001). Ethical Climate's Relationship to Job Satisfaction, Organizational Commitment, and Turnover Intention in the Sales force, *Journal of Business Research*, 54, 39-52.
13. Shaw, J.D., Delery, J.E. & Abdulla, M.H. (2003). Organizational commitment and performance among guest workers and citizens of an Arab country, *Journal of Business Research*, 56, 1021-1030.
14. SPSS, Inc. (2007). SPSS for windows, V.15, Chicago: SPSS Inc.
15. Steyrer, J., Schiffinger, M. & Lang, R. (2008). Organizational Commitment – A missing link between Leadership Behavior and Organizational Performance, *Scandinavian Journal of Management*, 24, 364-374.
16. Tsai, W. & Hus, J. (2008). Corporate Social Responsibility Programs Choice and Cost Assessment in the Airline Industry – A Hybrid Model, *Journal of Air Transport Management*, 14, 188-196.
17. Weber, M. (2008). The Business Case for Corporate Social Responsibility: A Company-Level Measurement Approach for CSR, *European Management Journal*, 26, 247-261.

Appendix

	Component
This organization really inspires the very best in me in the way of job performance.	.82
I talk up this organization to my friends as a great organization to work for.	.82
I'm proud to tell others that I'm part of this organization.	.81
I find that my values and the organization's values are very similar.	.78
For me this is the best of all possible organizations to work for.	.76
I would accept almost any type of job assignment in order to keep working for this organization.	.75
I'm extremely glad that I chose this organization to work for.	.75
I'm willing to put in a great deal of effort beyond that normally expected in order to help this organization be successful.	.70
Deciding to work for this organization was a definite mistake on my part. (R)	.66
I'm really care about the fate of this organization.	.64
I feel very little loyalty of this organization. (R)	.61
I could just as well be working for a different organization as long as the type of work was similar.	.60
I would take very little changes in my present circumstances to cause me leave this organization. (R)	.54
Often, I find it difficult to agree with this organization's policies on important matters relating to its employees. (R)	.54
There is not too much to be gained by sticking with this organization indefinitely. (R)	.51