

ผลกระทบความรับผิดชอบต่อสังคมด้านการจัดการทรัพยากรมนุษย์ที่มีต่อการดำเนินงาน
ของธุรกิจโรงพยาบาลเอกชนประเทศไทย

**THE IMPACT OF CORPORATE SOCIAL RESPONSIBILITY IN HUMAN RESOURCE
MANAGEMENT ON PERFORMANCE OF PRIVATE HOSPITAL IN THAILAND**

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บทคัดย่อ

วัตถุประสงค์ของงานวิจัยนี้ 1) เพื่อศึกษาผลกระทบความรับผิดชอบสังคมด้านการจัดการทรัพยากรมนุษย์ที่ของธุรกิจโรงพยาบาลเอกชนในประเทศไทย และ 2) เพื่อทดสอบตัวแปรกลางประกอบด้วย ความไว้วางใจองค์กร ความผูกพันต่องค์กร และการเป็นสมาชิกที่ดีขององค์กร ที่ส่งผลต่อความสัมพันธ์ระหว่างความรับผิดชอบสังคมด้านการจัดการทรัพยากรมนุษย์ (ด้านเศรษฐกิจ ด้านสังคม ด้านสิ่งแวดล้อม และด้านกฎหมาย) กับผลการดำเนินงานของธุรกิจโรงพยาบาลเอกชน โดยเก็บข้อมูลจากกลุ่มตัวอย่างซึ่งได้แก่ โรงพยาบาลเอกชนในประเทศไทย จำนวน 131 แห่ง การเครื่องมือวิจัยเป็นแบบสอบถามทางไปรษณีย์ การวิเคราะห์ข้อมูลใช้สถิติเชิงพรรณนา และทดสอบสมมุติฐานโดยการวิเคราะห์ทดสอบแบบพหุคุณ ผลการศึกษาพบว่า 1) ความรับผิดชอบสังคมด้านการจัดการทรัพยากรมนุษย์มีความสัมพันธ์เชิงบวกกับผลการดำเนินงานขององค์กร และ 2) ความไว้วางใจองค์กร ความผูกพันต่องค์กร และการเป็นสมาชิกที่ดีขององค์กรเป็นตัวแปรกลางที่ส่งผลต่อความสัมพันธ์ระหว่างความรับผิดชอบสังคมด้านการจัดการทรัพยากรมนุษย์และผลการดำเนินงานขององค์กร งานวิจัยนี้นำเสนอผลเชิงประจักษ์ความรับผิดชอบต่อสังคมด้านการจัดการทรัพยากรมนุษย์ที่เป็นประโยชน์ต่อธุรกิจโดยเฉพาะอย่างยิ่งธุรกิจบริการทางการแพทย์

คำสำคัญ : ความรับผิดชอบต่อสังคม การจัดการทรัพยากรมนุษย์ ความไว้วางใจองค์กร ความผูกพันองค์กร การเป็นสมาชิกที่ดีขององค์กร ธุรกิจโรงพยาบาลเอกชน

ABSTRACT

The objectives of this study are 1) to study the relationships between corporate social responsibility in HRM (economics, social, environment and legal responsibilities) and organizational performance, and 2) to test the mediating effects of corporate social responsibility in HRM success on the relationships between corporate social responsibility in HRM and organizational performance. A survey of 131 private hospitals in Thailand was conducted. The research hypotheses were tested by using multiple regression analysis technique. The results showed that four dimensions of CSR in HRM were positively related with organizational performance both direct and indirect via CSR in HRM success in terms of organizational trust, organizational commitment, and organizational citizenship behavior. Additionally, the research confirmed the existence of CSR in HRM and organization performance linkage by using organizational trust, organizational commitment and organizational citizenship behavior as mediator. This study demonstrated a business-based CSR in HRM for the greater involvement of accountability to employee stakeholders and responsible for its wider impact on society, especially, medical service business.

Keywords : Corporate Social Responsibility, Human Resource Management, Organizational Trust, Organizational Commitment, Organizational Citizenship Behavior, Private Hospital Business

1. INTRODUCTION

In recent decades, the concept of corporate social responsibility (CSR) has been given to ethical behavior of business and become as an important strategy for organizational success (Cheng et al., 2014). CSR topics are forced for designing into the visions, mission and value statements of many companies around the world which contribute to firm performance. Most attention, the field of CSR is placed on human resource management (HRM) of company due to employer branding for employer of choice. CSR can be motivated by HRM to become stakeholder-accountable organization (Simmons, 2008). Most academics claim that the important components of CSR are economics, moral, social, environment and legal dimensions (Caroll, 1991; Rahim, Jalaludin and Tajuddin 2011; Lee et al., 2013). Even though CSR has been widely applied to various researches, it seems to be a limited research concerning the implications of internal CSR in HRM arena. To date, there is a scarcity of empirical study explaining the mediation on the relationship between CSR in HRM and organizational performance. Thus, this research tries to clarify the role of CSR in HRM success as mediator in this linkage. Absolutely, the main aim of this research is to empirically test the role of CSR in HRM success, namely, organizational trust, organizational commitment, organizational citizenship behavior as mediators on the relationships between CSR in HRM and organizational performance of a specific medical service business, the private hospital in Thailand. This research develop CSR model specific to the health care service sector because the high degree of management complexity in this field with stakeholder, in which professional skills, ethics and morality are symbols of an important driving force in achieving high performance

2. LITERATUREREVIEWS AND RESEARCH HYPOTHESES DEVELOPMENT

Waddock and Bodwell (2004 : 25) defined CSR “as the way in which a company’s operating practices (policies, process, and procedures) affect its stakeholders and the natural environment”. In general sense, CSR is as “the art of doing well by good doing” (Aguilera et al., 2007: 179) whereas HRM strategy is equally concerned with ethics as effectiveness (Simmons, 2008). The best practice of HRM upgrades people as sources of competitive advantage and perform ethically toward them. Most well-known model, Caroll

(1991) and Hill et al., (2007) illustrated that CSR is composed of four dimensions as economics, moral, legal and philanthropic perspectives. Many research showed that HRM is associated with internal CSR activities (i.e. Vountisjarvi, 2006; Simmons, 2008). The study of Vountisjarvi (2006) categorized eight groups of HRM-related CSR activities: values and principle, training and staff development, employee involvement, job security, employee health and well-being, equal opportunity, work-life balance and integration of disadvantage group into work-force. Nevertheless, Basu and Palazzo (2008) classified CSR into three types: community involvement, customer orientation and employee orientation. Besides, Perrini et al, (2007) studied CSR strategy in HRM such as 1) briefing with employees 2) corporate internal communication 3) corporate activities for employee benefits 4) training activities 5) integrative medical care and 6) flexible working time. From the categorization mentioned above, there are diverse descriptions of CSR due to different research backgrounds. The Stakeholder theory demonstrates that firm success is depended on satisfying both its economic (e.g. profit maximization) and noneconomic (e.g. corporate social performance) goals by meeting the needs of company’s various stakeholders (Rahim et al., 2011). Based on this theory, CSR orientation in HRM in this research comprises of four dimensions as economics, social, environment and legal responsibilities. The research of Lee et al., (2013) clarified that employee perception of CSR activities plays a critical role in both increasing loyalty and lower turnover rate. From organizational viewpoint, a number of researches have revealed that CSR in HRM directly affects employee motivation (Skudiene and Auruskeviiciene, 2012), and developing intangible assets (Hull and Rothernberg, 2008). Moreover, Cochran (2007) illustrates that CSR activities have a positive impact on HRM in attracting new staff members and retaining high quality employees. Thus, firms with high CSR orientation in HRM tend to increase productivity and achieve organizational performance via organizational trust (Aguilera et al., 2007) organizational commitment (Brammer et al., 2007) and organizational citizenship behavior (Heslin and Ochoa, 2008). Accordingly, a conceptual model of this research is shown in Figure 1.

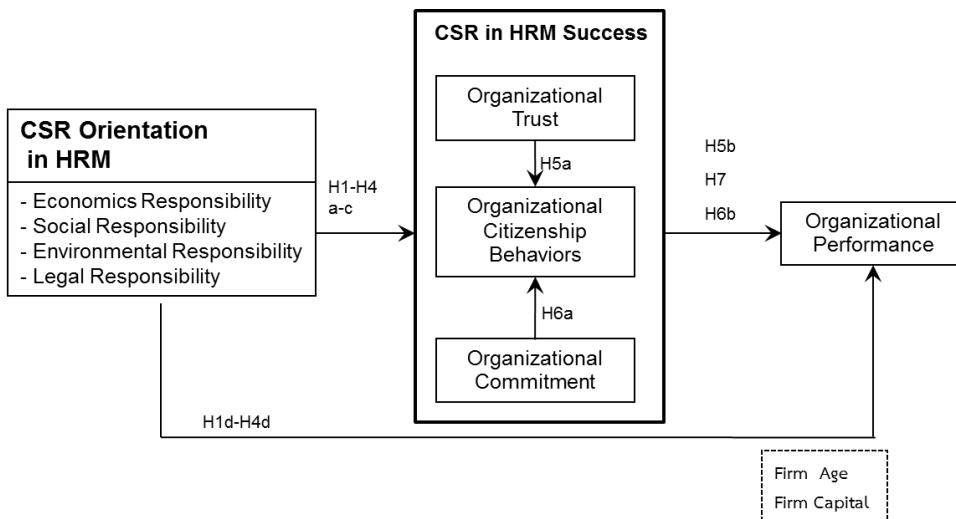


Figure 1: Conceptual model of corporate responsibility orientation in human resource management and organizational outcomes

Corporate Social Responsibility in Human Resource Management

In this research, CSR in HRM is noticed as well-being to employee activities which is managed by organization and drive organizational values. In this research, CSR orientation in HRM is defined as the strategic way in which a company's operating HR practices to its employees by the art of doing well and its dimensions are economics, social, environment and legal responsibilities, adapted from Caroll (1991) and based on stakeholder theory. A more detailed of these dimensions and hypotheses are provided below.

Economic Responsibility (ECR). CSR of HRM in economic responsibility is defined as the responsibilities of human resource on the capability and the accomplishment of economic well-being such as providing equitable wage system, profit sharing, fairness compensation to productivity, valuable reward and benefits. The study of Orlitzky et al., (2003) determines that CSR is the ways to complete the accomplishment of capitalize on benefits in long term of business performance. Furthermore, Heslin and Ochoa (2008) conclude that some of employees are willing to get low pay salaries for a chance to work for a socially responsible company. In addition Aguilera et al., (2007) indicated that perceiving of fair treatment in workplace can enhance employee commitment and

trustworthiness. The study of Cheng et al., (2014) shows that firm with economic responsibility can improve organizational performance. Thus, the hypotheses are proposed as follows:

Hypothesis 1a-1d: *In economic responsibility, CSR in HRM is positively related to (a) organizational trust, (b) organizational commitment, (c) organizational citizenship behavior, and (d) organizational performance.*

Social Responsibility (SOR). CSR of HRM in social responsibility is defined as the values to which employees perceive a company support HR activities such as training, career development, education related to a social cause and the relationships between an organization and its stakeholders (Celma et al., 2012). Employee development activities such as training, career development, and education are related to employer motivation that create organizational productivity, for example: attracting and retaining talent. The external advantage of CSR with good social responsibility reputation may affect attractiveness for better employee or increase positive image with stakeholder and, in turn, improve performance (Branco and Podrigues, 2006). Lindgreen et al., (2009) showed that CSR practices in HRM appear to increase organizational performance. Thus, the hypotheses are proposed as follows:

Hypothesis 2a-2d: In social responsibility, CSR in HRM is positively related to (a) organizational trust, (b) organizational commitment, (c) organizational citizenship behavior, and (d) organizational performance.

Environmental Responsibility (ENR). CSR of HRM in environmental responsibility is defined as the degree to which employees perceive a company protect and improve health and safety at work including job security, balance of work-life quality, well-being and satisfaction of worker, quality of work, and participation in decision. It is noted that CSR policies and practices by taking better care of their employees and continuously seeking to improve their working condition in everyday work may increase organizational performance outcomes (Buciuniene and Kazlauskaite, 2012). In addition, Aguilera et al., (2007) showed that the CSR-related HRM practices with job security, employee health and well-being, equal opportunities and work-life balance was related with higher employee commitment and lower turnover. Likewise, the study of Celma et al., (2012) showed that environmental working condition affect employee involvement. In addition, Scott (2005) suggested that quality of environment, health and safety and internal control system increase financial performance. Thus, the hypotheses are proposed as follows:

Hypothesis 3a-3d: In environmental responsibility, CSR in HRM is positively related to (a) organizational trust, (b) organizational commitment, (c) organizational citizenship behavior, and (d) organizational performance.

Legal Responsibility (LER). CSR of HRM in legal responsibility is defined as the degree to which employees perceived a company operating under the rules and law such as compliance with law, respect for the rights of employees and good governance. It concerns with the obligation of obeying laws and regulations. It has also laid down certain ground rules under which business is expected to pursue its economic role. Law reflects a kind of "codified ethics" in society in the sense that it embodies basic notions of fairness or business morality (Caroll, 1999). Furthermore, Simmons (2008) confirmed that the more organization focuses on its obligation, the more employees increase trustworthiness. Likewise, Scott (2005) explained that corporate governance

code of conduct has a positive impact on financial performance. In addition, El Ghoul et al., (2011) stated that better CSR scores led to lower cost of equity capital. Thus, the organizations which respect to legal responsibilities include ethical norms, regarding rightness and justice can enhance individual and organizational performance. Thus, the hypotheses are proposed as follows:

Hypothesis 4a-4d: In legal responsibility, CSR in HRM is positively related to (a) organizational trust, (b) organizational commitment, (c) organizational citizenship behavior, and (d) organizational performance.

Corporate Social Responsibility in Human Resource Management Success

CSR in HRM Outcomes refer to the firm's great results obtained from CSR in HRM practices. The previous finding suggested that benefits of CSR in HRM orientation were intellectual capital such as human, structural, social and relational capital (Schoemaker et al., 2006; Lungu et al., 2012). In this research, the outcomes of CSR in HRM can be assessed in terms of organizational trust, organizational commitment, and organizational citizenship behavior. A more detailed discussion of these constructs is provided below.

Organizational Trust (ORT)

Trust is defined as the person's degree of confidence in the words and actions of another (Lewicki et al., 1998). Trust in organizational authorities has been shown to influence a variety of subordinate's work attitudes and behavior (Brockner et al., 1997). When trust levels are high, employees are supportive and committed to organization. The research of Guo and Zhou (2013) and Taleghani and Mehr (2013) reported that trust have positive effect on OCB. In a similar vein, Tabarsa et al., (2010) showed a positive relationship between organizational trust and organizational performance. Thus, hypotheses are proposed as follows:

Hypothesis 5a-5b: Organizational trust is positively associated with (a) organizational citizenship behavior and (b) organizational performance.

Organizational Commitment (ORC)

Organizational commitment is defined as the relative strength of individuals with their organization, described by strong identification

with the organization and an aspiration to contribute to the accomplishment of organizational goals with three characteristics: affective, continuance and normative commitment (Meyer et al., 1993). Previous studies stated that highly committed employees were more satisfied with their work and, ultimately, increased job performance (Chen and Francesco, 2003). Likewise, a number of research showed that organizational commitment was positively related to organizational citizenship behavior (Bakhshi et al., 2011) and organizational performance (Shahid and Azhar, 2013). As described above, the hypotheses are proposed as follows:

Hypothesis 6a-6b: *Organizational commitment is positively related to (a) organizational citizenship behavior, and (b) organizational performance.*

Organizational Citizenship Behavior (OCB)

Organizational citizenship behavior is defined as a behavior helping to maintain and increase a spiritual, psychological and social concept which increases performance (Van Beurden and Gossling, 2008). Prior study has proposed four dimensions to clarify OCB namely: social exchange, identification, impression management and positive relationship which were positive behavior with other employees (Blatt, 2008). A number of researches found out that OCB was positively related to both individual and organizational performance (Podsakoff et al., 2000; Yen and Niehoff, 2004; Alizadeh et al., 2012). Hence, the following hypotheses are formulated:

Hypothesis 7: *Organizational citizenship behavior is positively related to organizational performance.*

The Mediating Effect of CSR in HRM Success

In this research, CSR in HRM success is described by organizational trust, organizational commitment, and organizational citizenship behavior. The strong evidence suggests that CSR can have a positive impact on organizational performance from human resource perspective (Cochran, 2007). The organizational success gains from a human perspective look likely to grow as organizational trust, organizational commitment, and organizational citizenship behavior which improve organizational performance. The study of European Competitive Report (2008) summarized

that the link between CSR in HR and competitiveness was mediated by good employee relation, lower employee turnover, attracting current and new staff, and retaining high quality employee. Research also suggests that CSR in HRM can contribute to improve high employee satisfaction that can also have benefit outcomes in terms of organizational trust, organizational commitment, and organizational citizenship behavior. Thus, the following hypothesis is formulated:

Hypothesis 8: *The relationship between CSR in HRM and organizational performance is mediated by CSR in HRM success such as (a) organizational trust, (b) organizational commitment, and (c) organizational citizenship behavior.*

3. RESEARCH METHODS

Sample and Data Collection Procedure

The population and sample of this research are 384 private hospitals in Thailand chosen from data file of the Department of Business Development, Ministry of Commerce, Thailand. (<http://knowledgebase.dbd.go.th/DBD/Main/login.aspx>, 6 May, 2013). The key informants in this study were executive director, HRM director or HRM manager of each firm. A mail survey was used for data collection. The questionnaires were sent to 384 private hospitals. Five of surveys were undeliverable. Thus, the valid mailing was 379 surveys and 136 responses were received. Due to 5 incomplete questionnaires, the surveys completed, only 131 were usable. The effective response rate was approximately 34.56%. According to Aaker et al., (2001), the response rate for a mail survey, without an appropriate follow-up procedure if greater than 20%, was considered acceptable.

Finally, the non-response was tested for independent two samples. T-Test comparison of early response and late response data was recommended by Armstrong and Overton (1977). A comparison of firm's characteristics (i.e. number of employees, number of years in business, amount of capital invested, and sale revenue) did not find any significant differences between the two groups. Thus, it appeared that non-response bias did not pose a significant problem for this research.

Questionnaire Development and Variable Measurement

The questionnaire of this study was developed to assess the dimensions of CSR orientation in HRM and outcomes. All of variables were measured on five point Likert scale, ranking from '1 = strongly disagree' to '5 = strongly agree', except control variable. The variable measurements were described as below: *Organizational performance* was measured by organizational productivity, turn over, quality, outstanding service over competitor and customer acceptance, adapted from Sananuamengthaisong and Ussahawanitchakit (2010). *Economic Responsibility* was measured by equitable wage system, profit sharing, fair compensation to productivity, worthwhile reward and benefits, adapted from Buciuniene and Kazlauskaite (2012). *Social Responsibility* was measured by activities such as training, career development, education related to a social cause, adapted from Buciuniene and Kazlauskaite (2012). *Environmental responsibility* was measured by job security, balance of work-life quality, well-being and satisfaction of worker, quality of work, and participation in decision, adapted from Lee et al., (2013). *Legal Responsibility* was measured by compliance with law, respect for the rights of employees and good governance. This construct was a new measurement. *Organizational trust* was adapted from Mishra and Mishra's (1994). *Organizational*

Commitment was adapted from Meyer et al., (1993). *Organizational citizenship behavior* was adapted from Podsakoff et al., (1997). In this research, there were two control variables including firm age and firm capital as dummy because different age and capital may affect CSR in HRM practices (Perrini et al., 2007). This study defines firm age as the number of year from establishment (0 = 10 years or less than, 1= more than 10 years). Also, firm capital was measured by amount of capital invested (0 = 20,000,000 baht or less than, 1 = more than 20,000,000 baht). Confirmatory Factor analysis was used for construct validity. This analysis had a high potential to expand the component loadings. Hence, a cut-off at 0.40 was adopted (Nunnally and Bernstein, 1994). All factor loadings in this research were greater than the 0.40 cut-off and are statistically significant. The reliability of the measurements in this research was evaluated by Cronbach alpha coefficients. In the scale reliability, Cronbach alpha coefficients were greater than 0.70 (Nunnally and Bernstein, 1994). The scale of all measurement appeared to create internally consistent results; thus, these measures were considered appropriate for future analysis as they express an accepted validity and reliability as shown in Table 1

Table 1 Results of measure validation

Items	Factor Loadings	Cronbach Alpha	Number of Items
Organizational Performance (PER)	0.852-0.912	0.902	4
Economic Responsibilities (ECR)	0.815-0.919	0.888	4
Social Responsibility (SOR)	0.773-0.857	0.737	3
Environmental Responsibility (ENR)	0.831-0.909	0.809	3
Legal Responsibility (LER)	0.893-0.907	0.848	3
Organizational Trust (ORT)	0.837-0.874	0.879	3
Organizational Commitment (ORC)	0.914-0.938	0.914	3
Organizational Citizenship Behavior (OCB)	0.831-0.918	0.907	4

Statistic Test

The Ordinary Least Square (OLS) was utilized to evaluate all hypotheses in this study. Because both dependent and independent variables in this study

were neither nominal data nor categorical data, OLS was an appropriate method for examining the hypothesized (Hair et al., 2006).

4. RESULTS AND DISCUSSIONS

Descriptive Statistics

The characteristics of private hospital in Thailand as sample were summarized. Most business types of participant were the company as 92.4% and the rest were partnerships. With the number of employee, 38.9% was more than 250 employees and 28.2% were 50-150 employees. In part of registered capital, the most as 35.9% was less than 20,000,000 baht and 28.2% was more than 100,000,000 baht. With the hospital size, 57.3% was less than 100 patient beds and 39.7% was 101-300 patient beds. Number of year since establish, 49.6% was 10-20 years and 35.2% is more than 20 years. The average sales revenue per year, 35.9% was less than 50,000,000 baht and 29% was more than 200,000,000 baht. As for awards, 42.7% had ever received CSR reward. For the customer types, 94.7% was domestic

customer. Table 2 offered descriptive statistics and correlation matrix for all variables included in the regression analysis. With respect to possible problem relating to multicollinearity, all the correlation coefficients of independent variables are smaller than 0.8. The problem of multicollinearity of independent variables in this model was therefore not significant (Hair et al., 2006). Moreover, Variance Inflation Factors (VIF's) was used to check multicollinearity problem among independent variables. The VIF's ranged from 2.839 – 4.651 were below the cut-off value of 10 recommended by Hair et al., (2006). Therefore, there were no substantial multicollinearity problems encountered in this study

Table 2 Descriptive statistics and correlation matrix for all constructs

Variables	ECR	SOR	ENR	LER	ORT	ORC	OCB	PER
Mean	3.979	3.832	4.071	4.081	3.756	3.837	3.593	3.817
S.D	0.688	0.634	0.623	0.650	0.754	0.693	0.765	0.688
ECR								
SOR	.572**							
ENR	.684**	.684**						
LER	.509**	.760**	.780**					
ORT	.576**	.800**	.723**	.770**				
ORC	.629**	.741**	.697**	.640**	.791**			
OCB	.556**	.736**	.688**	.678**	.717**	.757**		
PER	.535**	.644**	.682**	.657**	.678**	.799**	.766**	

** p <0.01

Influence of CSR in HRM and consequences

Table 3 presents the OLS regression analysis of CSR in HRM (economic, social, environment, and legal responsibilities) on organizational outcomes. The results showed that economic responsibility had a significant positive impact on organizational trust ($\beta = 0.191$, $p < 0.01$), organizational commitment ($\beta = 0.239$, $p < 0.01$), organizational citizenship behavior ($\beta = 0.170$, $p < 0.10$) and organizational performance ($\beta = 0.177$, $p < 0.05$). **Therefore, Hypotheses 1a, 1b, 1c and 1d are supported** consistent with literatures proposed. Next, social responsibility had a positive effect on organizational trust ($\beta = 0.382$, $p < 0.01$), organizational commitment ($\beta = 0.431$, $p < 0.01$) organizational citizenship ($\beta = 0.414$, $p < 0.01$) and organizational performance ($\beta = 0.252$, $p < 0.05$).

Therefore, Hypotheses 2a, 2b, 2c and 2d were supported, similar to literatures. Accordingly, environment responsibility had a significant positive impact on organizational commitment ($\beta = 0.202$, $p < 0.10$), organizational citizenship behavior ($\beta_{17} = 0.186$, $p < 0.10$) and organizational performance ($\beta = 0.184$, $p < 0.10$) but had no significant with organizational trust ($\beta = -0.047$, $p > 0.10$). **Thus, Hypotheses 3b, 3c, and 3d were supported but hypothesis 3a was not**. This contrast result of H3a can explain by the study of European Competitiveness Report (2008) which reveals that if the CSR practices of firms were apparent not to be credible, then this could in the longer term actually complex the problem of the trust gap. Lastly, legal responsibility had a

positive effect on organizational trust ($\beta = 0.386$, $p < 0.01$), organizational citizenship behavior ($\beta = 0.181$, $p < 0.10$) and organizational performance ($\beta = 0.261$, $p < 0.05$), but no significant effect on organizational commitment ($\beta = 0.003$, $p > 0.10$). It can imply that legal responsibility appeared not to enhance organizational commitment because organizational commitment depended on attitude, behavior and motivation as a psychological way (Bakhshi et al., 2011). **Thus, Hypotheses 4a, 4c and 4d were supported but hypothesis 4b was not.** Subsequently, the results in Table 3 showed that organizational trust had a significant positive influences on organizational citizenship ($\beta = 0.405$, $p < 0.01$), and organizational performance ($\beta = 0.271$, $p < 0.01$).

The Mediating Effect Analysis

The approach of Baron and Kenny (1986) and Preacher and Hayes (2008) were used to test the mediating role of CSR in HRM success on the relationships between corporate social responsibility orientation in HRM and organizational performance. The mediation testing of Baron and Kenny (1986), first, regressing the mediator on the independent variables; second, regressing the dependent variable on the independent variables; and third, regressing the dependent variable on both independent and mediator. However, Baron and Kenney's technique was used for simple mediation with only one mediating, but not for multiple mediator models. Hence, the multiple mediation evaluation of Preacher and Hayes (2008) which involves concurrent by multiple variables was also adopted. In the first step, organizational performance was regressed on three CSR in HRM success factors as Preacher and Hayes (2008) proposed. As shown in Table 3, the relations were statistically significant. In second step, organizational performance was regressed on all four dimensions of CSR in HRM. The results showed all CSR in HRM dimensions were significantly related to organizational performance on Model 4, ($\beta = 0.177$, $p < 0.05$, 0.252 , $p < 0.01$, 0.184 , $p < 0.10$, 0.261 , $p < 0.05$, respectively). In the third step, the mediator

(organizational trust, organizational commitment, organizational citizenship behavior) were regressed on all four variables of CSR in HRM. As the results were shown in Model 1, 2, and 3, economic and social responsibilities were fully supported through multilevel regression tests. However, environmental responsibility had no impact on organizational trust whereas legal responsibility was not significant in organizational commitment. Thus, the relationships between four dimension and mediators were full significant in economic and social responsibilities. In the last step, three mediators were loaded with all four dimension of CSR as independent variables. The results in Model 8 reveal that the four dimensions of CSR in HRM no longer influenced organizational performance when three variables were loaded as predictors together, indicating that the strongest demonstration of mediation occurring in economic and social responsibilities. **Thus, H8 was supported.** From the mediation analysis, organizational citizenship behavior indeed acted as a full mediator between four dimensions of CSR in HRM and organizational performance whereas organizational trust and organizational commitment partial mediated CSR in HRM to organizational performance. For control variables, our finding shows that firm capital had positive effect on all CSR in HRM outcomes. It could imply that the amount of capital played an important role in strategic decision making CSR in HRM to achieve performance outcomes. On the other hands, the results showed that firm age has negative significance with organizational trust and OCB. It means that firm age also had an impact on CSR in HRM, organizational trust and organizational citizenship behavior.

Table 3 Hypothesis Results of OLS Regression Analysis and Mediation Testing^a

Independent Variables	Dependent Variables						
	1 ORT	2 ORC	3 OCB	4 PER	6 OCB	7 PER	8(H8) PER
Main Effects							
H1: Economic Responsibilities (ECR)	.191*** (.068)	.239*** (.079)	.170* (.088)	.177** (.086)			.074 (.079)
H2: Social Responsibilities (SOC)	.382*** (.077)	.431*** (.089)	.414*** (.088)	.252*** (.097)			-.026 (.095)
H3: Environmental Responsibility (ENR)	-.047 (.089)	.202* (.103)	.186* (.102)	.184* (.098)			.031 (.101)
H4: Legal Responsibility (LER)	.386*** (.085)	.003 (.089)	.181* (.097)	.261** (.107)			.142 (.102)
Mediating Effects							
H5: Organizational Trust (ORT)					.405*** (.069)	.271*** (.102)	.184* (.112)
H6: Organizational Commitment (ORC)					.530*** (.068)	.224*** (.108)	.198* (.116)
H7: Organizational Citizenship Behavior (OCB)					.353*** (.117)	.324*** (.120)	
FA	-.184* (.101)	-.033 (.117)	- .432*** (.115)	-.012 (.127)	-.299*** (.082)	.194* (.113)	.163 (.120)
FC	.305*** (.098)	.207* (.113)	.191* (.111)	.308** (.123)	-.013 (.083)	.114 (.110)	.158 (.111)
R ²	.733	.644	.653	.578	.810	.676	.691
Adjust R ²	.720	.627	.636	.558	.804	.663	.668

^aBeta coefficients with standard errors in parenthesis, *** p < 0.01, **. p < 0.05, * p < 0.10

5. CONTRIBUTIONS

Theoretical Contribution

The current research investigates the relationships between CSR in HRM, namely, economics, social, environment, legal responsibilities and organizational performance via organizational trust, organizational commitment, and organizational citizenship behavior. It provided unique theoretical contribution expanding on previous knowledge and literature of CSR in HRM. By analyzing from 131 private hospitals in Thailand, this research confirmed some proof of better linkage between CSR in HRM and organizational performance outcomes. With respect to the results, this research delivers several meaningful substantive contributions. Firstly, the results demonstrated a direct effect of four dimensions of CSR in HRM on organizational performance which further strengthening finding from previous research. Secondly, based on the result obtained, it was recommended that organizational trust, organizational commitment,

and organizational citizenship behavior play a critical role as mediator in the relationships. Thirdly, legal responsibilities concerned to be the most important responsibilities of organizational performance in medical service sector as it had highest beta value, followed by social, environment and economic responsibilities. Lastly, social and economic responsibilities of CSR in HRM have been proven to have an impact on all CSR in HRM success linking to organizational performance.

Managerial Contribution

This research provided some relevant managerial implications. The results could help medical service business executives identify and justify key components of CSR that might be more critical in a human resource management. For medical service businesses, they should cultivate CSR in HRM to provide organizational trust, organizational commitment, and organizational

citizenship behavior to increase organizational performance. These findings showed that organization with better developed CSR in HRM would have better performance outcomes. Thus, medical service executives should understand more about CSR in HRM and its critical role in exposing value creation. The findings of this research suggested that organizations should consider the fact that CSR in HRM became a more proactive managerial response in organizational effectiveness concern. This in turn had a positive impact on organizational performance outcomes. Specially, this research made recommendations to the practicing managers to policy makers in CSR in HRM by focusing to economic and social responsibilities as the most important that influence organizational outcomes of medical service firm.

Limitations and Future Research Directions

This research has some limitations that should be mentioned. Firstly, the data obtained only from private hospital businesses in Thailand. Future research was needed to collect data from different groups of sample and/or a comparative population such as public hospital in order to verify the generalizability of the study and increase the level of reliability. Secondly, this research was conducted on a small sample size. If with larger sample size, it was expected to make the results more distinct. Lastly, moral responsibility dimension is not test in this research because it is difficult of fit value determining by this research method that needs future research to examine.

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