

EXPLORE INFLUENCES OF CORPORATE SOCIAL RESPONSIBILITY ON BEHAVIORAL INTENTIONS OF EXHIBITION ENTERPRISES THROUGH EMPLOYEE ATTITUDE, JOB SATISFACTION AND ORGANIZATIONAL COMMITMENT

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INTRODUCTION

Corporate social responsibility (CSR) refers to how a company runs its business and takes responsibility for its impact on society which covers financial sustainability, legal compliance, ethical standards, and environmental and social impact (Castka et al., 2004). The impact of practicing corporate social responsibility involves a variety of industries. For example, manufacturing (Torugsa et al., 2012), banking (Islam et al., 2012), tourism (Theodoulidis et al., 2017), airlines (Kucukusta et al., 2017) and gaming (Song et al., 2015). According to Martinez et al., (2013) practicing corporate social responsibility helps to consolidate a positive corporate image and reputation.

Many scholars have focused on the customer perspective (Rahman & Reynolds, 2016; Jalilvand et. al., 2017) because customers are the main target audience of corporate social responsibility strategy. These studies have showned that CSR can affect customers' satisfaction and trust, thereby affecting their behavioral intention. In addition, assessing the impact of multidimensional corporate social responsibility on employees' attitudes, job satisfaction, organizational commitment and behavioral intention is crucial in the MICE industry, as employees' emotions and behavior are key factors in customer experience (Gouthier & Rhein, 2011). This study aims to identify high-value CSR areas that influence employees' attitudes, satisfaction, and organizational commitment in exhibition enterprises. It also examines how these areas affect employees' behavioral intention and the implementation of CSR in exhibition enterprises. The research gap in this area is addressed by analyzing the impact of CSR on employees' attitudes, job satisfaction, and organizational commitment.

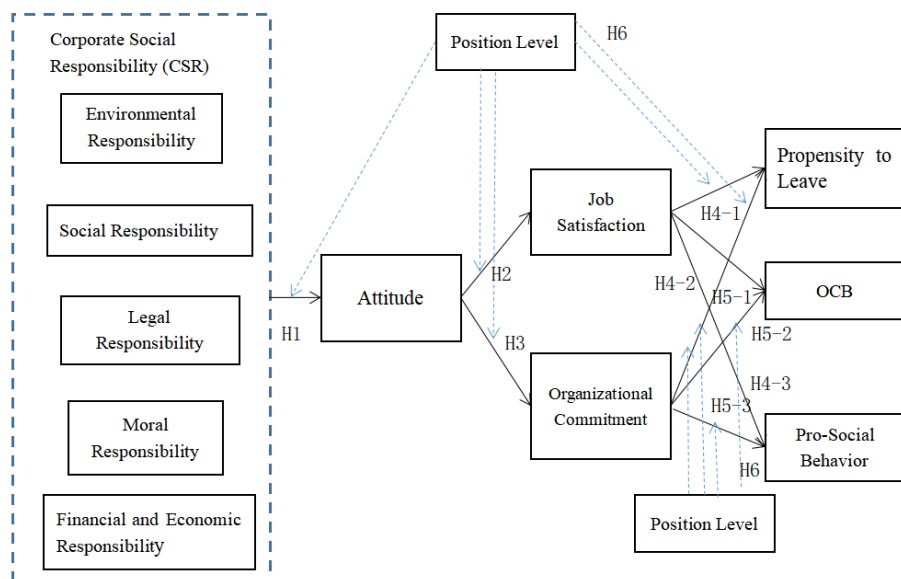
This study examines employees' perceptions of exhibition enterprises' corporate social responsibility and their impact on organizational behavior. It tests a multi-dimensional scale and examines whether results differ depending on position level. The study uses SPSS and AMOS software for quantitative analysis, aiming to fill research gaps and determine if results differ depending on employee position. The research objectives of this study are as follows:

1. To develop and verify a scale to measure the CSR of exhibition enterprises.
2. To investigate the influence of employees' cognition of CSR on their attitude towards exhibition enterprises that practice CSR.
3. To analyse the influence of employee attitude on the job satisfaction and organizational commitment of exhibition enterprises that practice CSR.
4. To explore the influence of employees' satisfaction with CSR implementation enterprises and organizational commitment on their behavioral intention.
5. To explore the moderating effect of employees' position level on the relationship among employees' CSR perception, attitude, organizational commitment, job satisfaction and behavioral intention.

METHODOLOGY

The questionnaire design is based on the relevant literature on CSR and employee research. Items on the scale were measured using a five-point Likert scale, where 1 indicating strong disagreement and 5 indicating strong agreement. This study adopts the purposive sampling method and distributes questionnaires to the employees of exhibition enterprises who meet the requirements. Before the formal investigation, the sample size was determined according to the actual situation of the investigation. 550 questionnaires were distributed in this study, and 512 valid questionnaires were collected, resulting in an effective recovery rate of 93.09%. This rate excludes cases of misprints, missing responses, and extensive overlapping. In addition, Figure 1 shows the conceptual model for this study.

Figure 1
Conceptual model



In addition, the research hypotheses based on the model are as follows :

- H_{1-1a}*: Environmental responsibility practices of corporate social responsibility positively influence employees' attitudes towards CSR-based exhibition enterprises.
- H_{1-1b}*: Environmental responsibility principles of corporate social responsibility positively influence employees' attitudes towards CSR-based exhibition enterprises.
- H₁₋₂*: Social responsibility of corporate social responsibility positively influences employees' attitudes towards CSR-based exhibition enterprises.
- H₁₋₃*: Legal responsibility of corporate social responsibility positively influences employees' attitudes towards CSR-based exhibition enterprises.
- H₁₋₄*: Moral responsibility of corporate social responsibility positively influences employees' attitudes towards CSR-based exhibition enterprises.
- H₁₋₅*: Financial and economic responsibility of corporate social responsibility positively influences employees' attitude towards CSR-based exhibition enterprises.
- H₂*: Employees' attitude towards practicing corporate social responsibility exhibition enterprises positively influences their job satisfaction towards practicing CSR MICE.

*H*₃: Employees’ attitude towards practicing corporate social responsibility exhibition enterprises positively influences their organizational commitment towards practicing CSR MICE.

*H*₄₋₁: Employees’ job satisfaction in exhibition enterprises practicing corporate social responsibility negatively influences their propensity to leave.

*H*₄₋₂: Employees’ job satisfaction in exhibition enterprises practicing CSR positively influences employees’ OCB.

*H*₄₋₃: Employees’ job satisfaction in exhibition enterprises practicing CSR positively influences employees’ pro-social behavior.

*H*₅₋₁: Organizational commitment of exhibition enterprises practicing CSR negatively influences employees’ propensity to leave.

*H*₅₋₂: Organizational commitment of exhibition enterprises practicing CSR positively influences employees’ OCB.

*H*₅₋₃: Organizational commitment of exhibition enterprises practicing CSR positively influences employees’ pro-social behavior.

*H*₆: Position level has a moderating effect on the research relationship.

Furthermore, this study’s questionnaire scale has high reliability and persuasive power, with alpha coefficients and composite reliability values exceeding the reliability criterion. Convergent Validity (CV) and Discriminant Validity (DV) reflect the authenticity and accuracy of the research questionnaire. The average variance extracted (AVE) values range from 0.578 to 0.724, indicating good convergence validity (CV).

Figure 2
Reliability analysis

Variable	Judging Standard	Cronbach's Alpha	Judging Standard	Composite Reliability
Environmental Responsibility	> 0.7	0.855	> 0.7	0.94
Social Responsibility		0.887		0.90
Legal Responsibility		0.855		0.90
Moral Responsibility		0.911		0.92
Financial and Economic Responsibility		0.805		0.88
Attitude		0.806		0.90
Satisfaction		0.845		0.84
Organizational Commitment		0.875		0.87
Propensity to Leave		0.877		0.88
OCB		0.827		0.83
Pro-Social Behavior		0.887		0.89

Figure 3
AVE and CR index results

Variable	AVE	CR
Environmental Responsibility	0.68	0.94
Social Responsibility	0.69	0.90
Legal Responsibility	0.68	0.90
Moral Responsibility	0.67	0.92
Financial and Economic Responsibility	0.65	0.88
Attitude	0.687	0.90
Satisfaction	0.58	0.84
Organizational Commitment	0.59	0.87
Propensity to Leave	0.65	0.88
OCB	0.62	0.83
Pro-Social Behavior	0.72	0.89

Besides, Figure 4 shows the results of the model path tests:

Figure 4
Model path test results

Hypothesis	Path Coefficient	T	P	Results
H1-1: Environmental Responsibility→Attitude	0.422	5.980	***	Valid
H1-2: Social Responsibility→Attitude	0.055	1.350	0.845	Not Valid
H1-3: Legal Responsibility→Attitude	0.028	0.380	0.610	Not Valid
H1-4: Moral Responsibility→Attitude	0.627	6.769	***	Valid
H1-5: Financial and Economic Responsibility→Attitude	0.133	2.365	***	Valid

H2: Attitude→Satisfaction	0.184	4.410	***	Valid
H3: Attitude→Organizational Commitment	0.281	6.303	***	Valid
H4-1: Satisfaction→Propensity to Leave	-0.107	-2.304	0.021	Valid
H4-2: Satisfaction→OCB	0.189	4.362	***	Valid
H4-3: Satisfaction→Pro-Social Behavior	0.115	2.659	0.008	Valid
H5-1: Organizational Commitment→Propensity to Leave	-0.209	-5.095	***	Valid
H5-2: Organizational Commitment→OCB	0.186	3.869	***	Valid
H5-3: Organizational Commitment→Pro-Social Behavior	0.247	5.266	***	Valid

Note:*** P<0.001

Based on 5 job levels, this study divides employees and supervisors into low-level members, managers, directors and above into high-level members. Cross-group difference test results of low-level and high-level groups show that there are significant chi-square differences in 5 of the 8 paths. The test confirms the hypothesis that there is a moderating effect among H4-1, H4-2, H4-3, H5-1, and H5-3. Therefore, the moderating effect of employee rank is partially verified and partially supported by hypothesis 6.

CONCLUSION AND IMPLICATIONS

This study revises the CSR scale of exhibition enterprises, which is suitable for exhibition enterprises. Previous studies on the CSR of meetings, incentives, conferences and exhibitions (MICE) enterprises adopted scales developed in general business settings without considering their validity in the industry context of MICE enterprises. The study identified five dimensions, including employee perception of corporate social responsibility of exhibition enterprises: environmental responsibility, social responsibility, legal responsibility, moral responsibility, and financial and economic responsibility. In the context of exhibition enterprises, this study proposes and tests the framework of the interrelationship among employees' perception of corporate social responsibility, employees' attitudes, job satisfaction, organizational commitment and behavioral intention. In addition, the study proposes and tests the moderating effect of occupational rank.

Besides, this study helps to understand the impact of corporate social responsibility on employee attitude. Through the positive impact of the five dimensions of CSR on employees' job satisfaction, organizational commitment, organizational behavior and prosocial behavior, the exhibition enterprises actively carry out CSR practice activities, cultivate employees' positive attitude and behavior from the organizational and community levels and form a specific human resources strategic management model.

Keywords: Behavioral intention, corporate social responsibility, employee attitude, exhibition enterprise, work satisfaction, organizational commitment,

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