The Buffer Effect of CSR Participation of Employee between Role-Overload and Physical-Burnout

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***Abstract*—**Recently, many researchers have studied about Corporate Social Responsibility (CSR)'s positive effects in organizational behavior view. The studies examine function of CSR to promote the positive organizational behavioral variables such as organizational commitment, employee attitude, and organization loyalty. Although much research has been conducted to explore how CSR influences organizational behavioral variables, research attention to its effects on the process that occur in organizational energy exchange. We focus on the process that employee who has overloaded role feels exhausted and the effect of the CSR participation on that relationship. The objectives of this research are to examine a) the positive relationship between Role-overload and Physical-burnout and b) the moderating effect of CSR participation. To examine the research questions, we use the hierarchical regression. Sample Data for this study were collected from 5 firms that perform CSR activities in Korea and there are 315 respondents from the firms. The results show that Role-overload has positive effect on Physical-burnout, and CSR participation has significant buffer effect on the relationship between Role-overload and Physical-burnout. The contributions of this manuscript are: a) extension of positive effects of CSR, b) identifying the possibility of the use of CSR participation as the buffer reducing the wasted energy.

***Keywords*—**Burnout; Business Ethic; Corporate Social Responsibility (CSR); CSR Participation of Employee; Role-Overload.

***Abbreviations*—**Confirmatory Factor Analysis (CFA); Corporate Social Responsibility (CSR); Variance inflation factor (VIF).

I. INTRODUCTION

THERE has been increasing interest in Corporate Social Responsibility (CSR) because the consumers estimate the corporate through not only product but also corporate images as the social member. In addition, business activities carried out a variety of environmental issues and social problems, so companies have been asked to act responsibly against possible social problems resulting from business activities. A firm also carried out CSR activities based on their economic reasons [Abagail & Donald, 1].

This article is to extend the boundary of the effect of Corporate Social Responsibility (CSR) which has been studied about its positive effects to the organizational behaviors. Researchers have found the CSR's organizational commitment that promotes or enhances employee attitudes [Brammer et al., 3; Greening & Turban, 8; Peterson & Seligman, 12]. A little differently, we also examine the positive effect of CSR, but we focus on the other process that employees' stresses are exchanged to decline of efficiency of them. We predicted that employee's CSR participation could reduce the ratio of the exchange between their Role-overload and Physical exhaustion and we call this effect "buffer effect" that means reducing the impact.

II. LITERATURE REVIEW AND HYPOTHESES

2.1. Role Overload

In the organization, all members have their role but the role is not fair to every each member or organization. The role of employee varies according the conditions of where they are

and the conditions are involving employee's position, tenure, education level, company goal, performance.

If one employee is overloaded by role, it could be a problem, which he consumes his energy but doesn't make a recovery and he feel down again and again. This vicious cycle harms their physical and psychological health. We could predict that the vicious cycle is especially bad for physical health, because psychological process is affected by many other factors like experiences, education, disposition, organizational commitment, and satisfaction with job, peers, or organization but physical process has more simple mechanism, so the more role loaded, the more exhausted physically. Ivancevich & Matterson [9] developed the measurement of job stressors involving Role-overload, so we use these statements for the survey.

2.2. Physical Burnout

Physical-burnout means exhaustion of stamina such as feeling tiredness, fatigue or desire for the rest and it could occur in almost every employee [Bakker et al., 2; Cardes & Dougherty, 4]. These 'wear down' influence employee's attitudes and could decrease their productivity, which is ultimately bad for the organization. So many researchers had studied about burnout for reducing or moderating them [Maslach et al., 11; Wright & Bonett, 15]. Although, there are a lot of studies about burnout, almost of them focused on the integrated burnout, not physical only. Thus we extract 5 statements from the established burnout measure that Pines et al., [13] used. It is composed of 5 point Likert scale and each statement such as 'I'm tired', 'I'm feeling exhausted after work'.

2.3. Corporate Social Responsibility (CSR) Participation of Employee

A firm has been building ties with a community, thus firm seeks not only own profits but also social benefits as social member, and this social responsibility emerged as Corporate Social Responsibility (CSR). Carroll [5] classified CSR as four sub-dimensions: economic responsibility, legal responsibility, ethical responsibility, and discretionary responsibility. These four basic dimensions reflect a view of social responsibility that is related to some of the definitions offered earlier but that categorizes the social responsibilities of businesses in a more exhaustive manner. Out of these, discretionary responsibility was changed into philanthropic responsibility in Carroll [6].

Peterson & Seligman [12] argued that the relationship between corporate citizenship and organizational commitment was stronger among employees who believe highly in the importance of the CSR. The results also indicated that the ethical measure of corporate citizenship was a stronger predictor of organization commitment. In addition, Raman & Zboja [14] founded that where a firm donated money for a charity, organizational commitment was higher for their employees. There are more research results that support the relationship between CSR participation and employee attitudes [Gilder et al., 7; Lewin, 10].

Despite the researchers have suggested that CSR has positive effect to micro dimension of organization, still there are more issues to be explored. Almost CSR research focused on the function of promoting and accelerating organizational good behaviors, but we look at the controlling and reducing function of CSR participation to negative energy exchange. We could call this effect "buffer".

2.4. Hypotheses

The goal of this study is to examine the moderating effect of CSR participation to the relationship between Role-overload and Physical-burnout. Thus, we primarily check the relationship of dependent and independent variables, next we examine the moderating effect of CSR participation. If the moderating effect shows a negative number of value, we could confirm the buffer effect of CSR participation. The model of the research is suggested as follows in Figure 1.

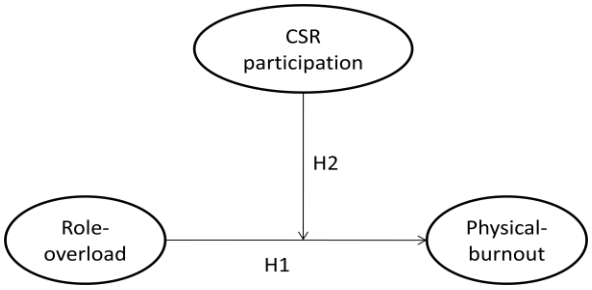

Figure 1: Theoretical Model

Hypothesis 1. Role-overload is positively related to employee's Physical-burnout.

Hypothesis 2. CSR participation of employee has moderating effect to relationship between Role-overload and Physical-burnout.

III. METHOD

Data for this study were collected from firms to perform CSR activities in Korea: Samsung, SK Chemical, SL, Philip Morris Korea. We distributed 500 questionnaires and received 315 (63%). Of the employees who responded, 76.7% were men and 23.3% were women. Our data was distributed and collected in October 2014. All of surveys were composed of a self-report form and the measurements had 5-point Likert scale each.

IV. RESULT

Firstly, we tested a reliability of each variable via Cronbach Alpha value. Role-overload variable has 4 items and reliability score is .839. Physical-burnout's alpha value is .913 and CSR participation composed of 5 items has .813 alpha value. Considering that the social science theory should meet 0.6 Alpha value at least, all variables are appropriate.

Confirmatory Factor Analysis (CFA) with Role-overload, Physical-burnout, and CSR participation showed that the model fits the data well, $\chi^2/df = 4.216$; comparative fit index = .951, root-mean-square error of

approximation = .078, Tucker-Lewis index = .925. It also showed that the standardized loadings ranged from .609 to .873 and that all of the loadings were significant ($p < .01$).

Next, correlation analysis was conducted because this analysis is important to test two parts. One is for control variables and another is for multicolinearity. When we conduct hierarchical regression analysis, there are some variables to concern to control. Since these control variables have significant correlation with independent variables, researchers should check the relationship between independent variables and other variables such as demographics variable. We conducted correlation analysis including Sex, Age, Education level, and Tenure. Table 1 presented the correlation analysis of the variables. Independent variables involving Role-overload, CSR participation, and interactive terms, are partly related to control variable. Especially, CSR participation only has correlation with Tenure and other variables have no relationship to others.

Table 1: Variable Means, Standard Deviations, and Correlations

Variable	M	SD	1	2	3	4
Tenure	1.58	.803	1			
Role-overload	2.69	1.15	.073	1		
Physical-burnout	2.84	1.14	.076	.682**	1	
CSR participation	2.65	1.15	.116*	.327**	.217**	1
**: p< .01, *:p< .05, N=315						

Correlation analysis also shows probability of multicolinearity. Multicolinearity occurs in which independent variables have high correlation. Thus, if there are high correlations between independent variables, researchers should take a step. Mean Centering method is usually used. However, in our analysis, there are any significant correlations over .127, so we do not use Mean Centering method.

To test our hypotheses, we conduct the hierarchical regression analysis. First, the effects of the control variable to dependent variables, tenure, are analyzed. Second, we analyze the effects of Role-overload to Physical-burnout. Finally, interactive term of Role-overload and CSR participation is added to prior step and we examine the moderating effect. Regression equations are followed.

Step 1. $BO = \beta0 + \beta1 \cdot CV + \varepsilon$

Step 2. $BO = \beta0 + \beta1 \cdot CV + \beta2 \cdot RO + \beta3 \cdot CSR + \varepsilon$

Step 3. $BO = \beta0 + \beta1 \cdot CV + \beta2 \cdot RO + \beta3 \cdot CSR + \beta4 \cdot RO \cdot CSR + \varepsilon$

BO = Physical-burnout, CV = Control variable, RO = Role-overload, CSR = CSR participation.

It is likely that there is multicolinearity when the interactive terms are inserted into the regression model, so we concerned VIF value. Variance Inflation Factor (VIF) is high in which there is multicolinearity between independent variables. Generally, it is appropriate that all VIF values are under 10. In our regression analysis, VIF values ranged from 1.02 to 1.15. Thus, there is no problem with multicolinearity. We also checked the autocorrelation via Dublin-Watson value and the value is 1.52, so we could confirm that there isn't autocorrelation.

The result of regression analysis to test hypotheses is showed on the Table 2.

Table 2: Summary of Regression Analysis Result

Variable	Step 1			Step 2			Step 3		
	B	**β**	**t value**	**B**	**β**	**t value**	**B**	**β**	**t value**
Tenure	.069	.070	.988	.048	.038	.898	.050	.040	.948
CSR	.218	.217	3.899**	.018	.018	.404	-.002	-.002	-.051
Role-overload				**.655**	**.657**	**14.812****	.650	.652	14.820**
Role-overload × CSR							**-.096**	**-.115**	**-.2.700****
F	8.175**			83.007**			65.338**		
R^2	.053			.445			.457		
ΔR^2	**.053****			**.392****			**.013****		
***:p< .001, **: p< .01, *:p< .05, N=315, independent variable: Physical-burnout									

The control variable is significantly related to dependent variable. Step 2 show that Role-overload positively related to Physical-burnout (β= 0.657, t=14.812, p=0.000). Thus, hypothesis 1 is supported. Step 3 indicates the moderating effect of CSR participation. Interactive term of Role-overload and CSR participation significantly has positive relationship with Physical-burnout (β= - 0.115, t=2.700, p=0.007), so hypothesis 3 that CSR participation has moderating effect is supported.

The results indicate that Role-overload has significant effect to Physical-burnout, but CSR participation buffers its negative effect. That is, the more employee experiences CSR participation, the less Role-overload exchanged to Physical-burnout. Thus, it is beneficial to inform employees about chance to participate CSR activities.

V. CONCLUSION

Recently, many companies reduce their former CSR activities. Instead of those activities, they invest more to CSR that employee could participating. These phenomena are covered by two reasons. First, CSR that employee participates has more effectiveness than former thing. Former CSR like donation had been received a lot of criticisms that the activities are perfunctory, so companies didn't get the results they anticipate. Participatory CSR is relatively useful

to show truth, so companies could achieve their goal. Second reason is that the companies could anticipate the organizational positive effect through participatory CSR. Employee's participation to CSR activities gives positive effect to employee attitudes and it ultimately contributes to organizational effectiveness. Because of these reasons, many companies devise the ways to expand their participatory CSR.

On the recent trend, we have examined the effect of CSR participation to process of negative energy exchange. Employee who has overloaded role will consume his energy that could be using in another way. This Role-overloaded brings on the burnout, especially physical exhaustion. The process from Role-overloaded to Physical-burnout could be seen as negative energy exchange that organization hopes to reduce. CSR participation has the effect that reduces ratio of the negative exchange, and it function as buffer reducing the impact. That is, organization which has a lot of tasks could reduce the employee's exhaustion via CSR activities that employee participates.

This study discussed theoretical and practical implications of the CSR functions, and we offer significant buffer effect of CSR to organizational effectiveness. Although many studies consider CSR as accelerator, concerning CSR as buffer in organization is also interesting too. In this way, if the study of CSR effects is extended, the field of CSR is more rich and significant.

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