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The Effects on Corporate Social Responsibility by Shares and Teamwork Culture

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ABSTRACT

Corporate social responsibility has become an international trend in order to maximize profits and attract the attention of scholars and practitioners. Therefore Engaging in corporate social responsibility may affect the company's profits and cause increased costs. The social responsibility plan should determine the most necessary strategic concerns and the creating important value. Therefore Social responsibility is the key to an enterprise's pursuit of excellence. Creating social well-being and enhancing its competitive advantage may be an important factor for the company's future success. Promoting corporate social responsibility with shares and establishing a sustainable team-oriented culture can enhance corporate competitive advantages, create social well-being, and create value to stimulate Innovative. The empirical results showed that shares and team-oriented culture have significantly positive impact on corporate social responsibility that is further positively significant to enhance employee innovation behavior. Further finding supports that environmental altruism moderates the relationship between corporate social responsibility and shares.

Keywords: Shares, team-oriented culture, corporate social responsibility, innovative, altruistic

INTRODUCTION

The main goal of an enterprise is to maximize profits. Therefore, the interests of employees and the rights of customers are not seriously considered. Then, unlike the situation of pursuing huge profits in the past, when manufacturers conduct business activities, in addition to considering their own operating profits, they will also begin to consider the rights and interests of customers, the public, and so on. Social responsibility is the key to an enterprise's pursuit of excellence.

Organizational culture has been viewed as a set of values, assumptions, understandings, and norms that is shared between organizational members. organizational culture may be the important key that managers can use to reflect the organization direct, value and behavior that shape the entire organizational behavior and what makes organizations shape their own norms, beliefs and ways of behaving that make each organization distinct from another (Bagraim, 2001; Sarhan et. al. 2020).

Shared value is not limited to social responsibility, public welfare and philanthropy, it is a new way for companies to achieve economic success. The combination of corporate social responsibility and business strategy will become a company's new competitiveness, and shared value and corporate social responsibility will become what companies must pay attention to when facing the trend of globalization. Redefine the purpose of the enterprise as the creation of shared value, not just the pursuit of profit (Porter & Kramer, 2006).

Innovation is an important tool for companies to maintain their competitive advantages, as well as an important key to long-term survival and enhancement of competitiveness. Most companies regard creativity and innovation as their future development vision. (Tran, 2006; Lin, 2006; Chang & Lee, 2007; Gordon et al., 2008). The profit creation of enterprises provides the needs of society, while society provides space and resources for enterprises to create wealth. Relative expectations and ideas can develop and bring competitiveness through innovation. Companies need to continue to innovate to meet future challenges and adapt to the trend of the times.

In the past, companies pursued maximization of profits, and shareholder profits were the most important position. Government agencies, investors, employees, and the general public have gradually increased their requirements for corporate social responsibility, and it has become one of the important sources of corporate management and competition pressure. Therefore, companies can improve the corporate system through corporate governance mechanisms and checks and balances. Enhance corporate competitiveness, create shareholder rights, and better fulfill corporate social responsibility. Corporate culture and shared value strategies are the key to guiding companies to fulfill their social responsibilities (Martin & Martins, 2003). Although many companies have gradually incorporated the sustainable management concept of strategic corporate social responsibility into the core of their value as a part of corporate culture, each company has different cultural attributes, there are still many uncertainties in the process of practice?

Altruistic values have been conceptualized as part of a personal value structure or overall guiding principle to contribute to the wellbeing of others or of society as a whole. The altruism explains helping behaviour towards other humans, and altruistic behaviour towards a target tends to result from social and personal norms, awareness of consequences, and ascription of responsibility (Hartmann et. al., 2017). Altruism involves acting to increase the welfare of others incurring personal costs but lacking personal gains. The altruistic values of employees in different companies are different, do they affect their participation in the implementation of corporate social responsibility activities?

The purpose of this study aimed to explore how the shared value strategy and team-oriented culture have an impact on corporate social responsibility activities, and enhance the impact of employee innovative behaviors. Furthermore, this study explores the moderating effect by altruistic value to corporate social responsibility with team-oriented culture and shares.

LITERATURE REVIEW

Relationship between creating shared and corporate social responsibility

Shared value is a differentiated strategy that can provide competitive opportunities. The company has the responsibility to contribute to the society and the environment. All the company's investments should return value to the company in order to achieve the goal of sharing the well-being of the company and society. (Schmitt & Renken, 2012).

Companies must link performance with social progress, regard shared value as a source of growth, and create profits for themselves through social needs, enhance competitiveness, and improve the economic and social environment of the region so that both themselves and society can gain Profit. (Zairi & Peters, 2002; Porter & Kramer, 2011).

Corporate social responsibility (CSR) needs to find a value strategy shared by the company and the society. The company's strategic activity is to promote some projects, which can bring obvious substantive benefits to the society and the company. This influential plan is not only in line with the company's strategic direction, but also keeps pace with the company's activities (Kuehn & Mclntire, 2014).

The organizational shared understanding as well as a guidance of behavior which can drive organizational actions and strategies among their employees. Culture can reflect the work functioning in the company in which the values, beliefs and standards transmitted to their environment settings among organization members (Nair and Sommerville, 2017; Fan et.al., 2021). Therefore, this study aims to use the empirical results as a reference to conduct research, and propose the following hypotheses:

H1: Shared value has a positive impact on corporate social responsibility.

Relationship between team-oriented culture and corporate social responsibility

A company's organizational culture may affect how employees behave and the culture is widely followed by company members in the personal interactions, behavioral norms, and work atmosphere within the organization (Martins & Terblanche, 2003). Corporate culture is the shared understanding including beliefs, values, norms and standards of behavior of most employees that are work for managers to manage business and employees on perception of effective performance (Fan et.al., 2021).

Organizational culture is a key factor to organizational commitment, and hence the influential activity to corporate social responsibility practice. Organizational culture can impact the operation and process to customers, employees, and shareholders (Wallach, 1983; Gallagher, et al., 2008). There are three factors of organizational cultures including bureaucratic, supportive and innovative (Wallach, 1983). These includes seven direction of an organization culture which are innovation and risk taking, attention to detail, outcome orientation, people orientation, team orientation, aggressiveness and stability stated in Robbins & Robbins (2008). In order for the organizational culture to be used smoothly, it must be established and maintained. Reinforce and introduce to employees through the socialization process, Through the use of social activities, employees can understand organizational behavior, goals, values and standards, and work-related information. Based on Sarhan et al. (2020), a supportive culture shows teamwork environment with people-oriented, encouraging and trusting in which the

environment is warm, and commonly friendly, fair and cooperative. This culture of teamwork oriented profile, like to a big family, has properties as open, harmonious, trusting, encourage, sociable, relationships-oriented, mentoring, and collaborative. In this regard, we adopt the measure of organizational culture as the teamwork-oriented perception shared by members of an organization that was applied by Fan et.al. (2021) and the supportive dimmension of Wallach (1983).

A deep culture is the goal that the members of the organization understand and believe in. The practice and behavior of the organization should be carried out with the same goal as the culture (Maseko, 2017). The objectives of the main dimensions are mainly the essence of organizational culture including attention to details, result orientation, person orientation, team orientation. The extent to which work activities are organized in team, aggressiveness, stability. Organizational culture is elusive and intangible. It has a very strong influence on employees and needs to develop in the main direction. Corporate culture should be differentiated according to the corresponding intensity.

Different cultural attributes help understand the affiliation and characteristics of enterprises. Some excellent enterprises have specific cultural characteristics, taking social responsibility into account. So that they treat their employees and customers more friendly. and propose the following hypotheses:

H2: Corporate team-oriented culture has a positive impact on corporate social responsibility

Relationship between CSR and the impact of innovative

Corporate culture is very important, and employees are closely connected through culture. The company attaches great importance to a culture of innovation and adventure, and encourages employees to think, deepen their knowledge and skills, and explore unlimited potential and abilities. (Peprah & Ganu 2018). Values affect individual attitudes and behaviors. It is the behavioral awareness of leaders in business decision-making, and is also a pre-factor for the company to fulfill corporate social responsibility. It is directly related to the direction of corporate social responsibility and development (Maignan, et al., 1999).

Employee creativity and innovative behavior are the foundation for organizations to improve creativity and innovation performance. The generation and realization of employees' innovative ideas is already a key performance that cannot be ignored in the organization. Corporate social responsibility is for sustainable development, and the means for sustainable development must be through continuous innovation and research and development of products. (Vilanova et al., 2009). Further pointed out that innovation is an important key factor to create and maintain organizational competitiveness. In recent years, due to the rapid changes in the overall industrial environment, to sustainably operate and enhance competitiveness, while taking into account social interests, when promoting CSR decisions, companies will consider how to create social value while pursuing economic value. The company will set up a CSR initiative team, through the knowledge sharing of members, to encourage employees' creative thinking, promote CSR innovation strategies, and generate innovation benefits. (Hammond et al., 2011).

Pointed out that the main goal of corporate social responsibility is to enable enterprises to assume corporate social responsibility. The goals and values of business activities in the social environment are consistent, and values are an important factor of corporate culture. Company culture can increase the value of organizational innovation and influence organizational processes and results (Rangan & Karim, 2015). Padgett and Galan (2010) believe that innovation and CSR can improve social well-being and meet the expectations of shareholders, both can have a positive impact on the company, and propose the following hypotheses:

H3: Corporate social responsibility is positively related to enhancing employee innovation behavior.

The relationship between CSR and team-oriented culture and shared value is moderating affected by altruistic value

A culture indicates a central value that is both intensely held and widely shared, and therefore have better influence on employee behavior (Sarhan et. al. 2020). A strong culture is related to high agreement among employees' shared values, and behavioral consistency, and then it enhances the organizational commitment of social responsibility.

Organizational culture stimulates shared understanding as well as a guidance of behavior which can drive organizational actions and strategies among their employees. Culture can reflect the work functioning in the company in which the values, beliefs and standards transmitted to their environment settings among organization members (Nair & Sommerville, 2017; Fan et.al., 2021). Organizational culture represents the ways of process, and the values shared among the members of an organization. The shared behavior of members can influence organizational culture through common beliefs (Wu et al., 2006).

Organizational culture can be affected by personality of the organization members as it determines an employee's behavior (Hellriegel et al., 2004). Corporate culture is an important element of the organization as that it integrates from one organization to another due to their standard process and shared values (Martin & Martins, 2003). Therefore, altruistic personality perception of organizational members may adjust the effects of teamwork culture and shared values to the strategies in corporate social responsibility. Based on the argument, we propose the moderating effects hypotheses:

H4a: The relationship between corporate social responsibility and team-oriented culture is moderating affected by altruistic value.

H4b: The relationship between corporate social responsibility and share value is moderating affected by altruistic value.

RESEARCH METHODOLOGY

Research framework

In this paper, as a research object, we explore the antecedence factors, shared value and team-oriented culture, of corporate social responsibility, and then the effect to enhance employee innovation. The moderating effects by altruistic value to the antecedence factors and corporate social responsibility are further discussed. The conceptual framework which integrates the hypothesized relationships is presented in Figure 1.

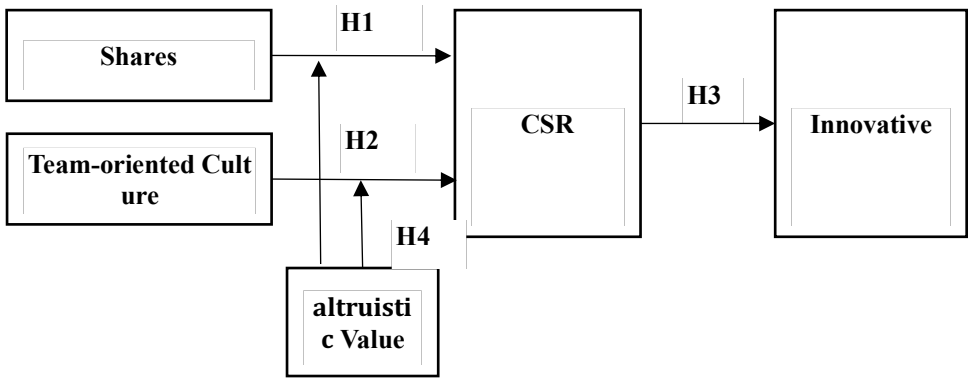


Figure 1 Conceptual Framework

Sample and measures

In this article, through reviewing related research and design, we will understand the project on the dimensions of shares, team-oriented culture, corporate social responsibility, innovative, and altruistic value. The perceived corporate social responsibility with 7 items adapted scale of Turker (2009). The measure of shares in the study is referring by the modified 4 items in this dimension (Zairi & Peters, 2002; Porter & Kramer, 2011). We measured team-oriented culture framework with 6 items (Cameron & Quinn, 2006) in which this measure was also applied by Fan et al. (2021). Innovative measure with 5 items referred to Janssen (2000) which was adapted by Lin et al. (2004). Altruistic value with 3 items proposed by Sneglar (2006) and applied in Hartmann et. al. (2017).

The 262 effective questionnaires were adopted in this study, questionnaire survey employees of firms listed in the 2015 and 2016 Corporate Social Responsibility Award List compiled by Common Wealth Magazine. In this study, the questionnaire included 25 items, which were measured and analyzed on a 6-point Likert scale from 1 (strongly disagree) to 6 (strongly agree).

In this study, Descriptive statistics, factor analysis, and reliability analysis were conducted through SPSS 21.0 and PLS were used to analyze the data, is used to verify the reliability, consistency, and validity of the hypotheses. Partial Least Square (PLS) approach is a powerful analytical method. This research analyzes effective responses to test and propose hypotheses. SPSS 21.0 and PLS for sample statistics and description, reliability and validity analysis, and confirmatory factor analysis (Ghozali, 2006; Sarstedt et al., 2017).

FINDING AND DISCUSSION

Reliability and factor analysis

This study intends to initially observe the validity of the questionnaire through descriptive statistical analysis, as shown in Table 1. Cronbach's alpha values of the scales are all greater than 0.7, indicating high scale reliability and internal consistence. The exploratory factor analysis is applied to verify the validity, adopting principal component extraction, and Varimax rotation.

Table 1 Descriptive Statistics (N=262)

variable	Cronbach's α	Items	means	Std. deviation	skewness	kurtosis
Shares	0.927	4	4.772	0.884	-0.873	1.329
Team-Oriented Culture	0.931	6	4.384	0.859	-0.316	0.294
Corporate Social Responsibility	0.914	7	4.640	0.821	-0.673	1.172
Innovative	0.893	5	4.499	0.755	-0.799	1.521
Altruistic value	0.940	3	4.592	0.801	-0.354	-0.616

The adequacy of each construct is checked by the Kaiser-Meyer-Olkin (KMO) measure and the corresponding Bartlett test. The maximum KMO is team-oriented culture (0.878) and the minimum to altruistic value (0.761), as well as the significant results of Bartlett test. The extracted variance (%) are all above 0.5. Therefore, these results are presented in Table 2 which is suitable by exploratory factor analysis.

Table 2 Exploratory Factor Analysis (N=262)

Variable	KMO	Bartlett	P value	eigenvalue	Variance %
Shares	0.815	848.51	0.000	3.284	82.10
Team-Oriented Culture	0.878	1259.02	0.000	4.460	74.33
Corporate Social Responsibility	0.871	1399.23	0.000	4.640	66.28
Innovative	0.831	725.61	0.000	3.416	68.32
Altruistic value	0.761	705.83	0.000	2.677	89.23

Validation and confirmatory factor analysis

In the process of showing validity by confirmatory factor analysis, the commonly used indicators are explained in detail. In table 3, the goodness-of-fit measures to shares, culture, CSR, and innovative are listed. NFI are 0.95,0.94,0.91, and 0.95 respectively, and all NFI values are greater than 0.9, and NNFI are still reasonable fit index. CFI are 0.96, 0.94, 0.92, 0.95 in which they are larger than 0.9. GFI are greater than or close to 0.85 and they are reasonable fit index. The goodness-of-fit measures of altruistic value by confirmatory factor analysis is perfect fit. Therefore, the above results show that most of the fit index meets the standard. Thus, the method is appropriate in this case.

Table 3 Confirmatory Factor Analysis

variable	Chi-Square	NFI	NNFI	CFI	GFI	RMR
Shares	41.16	0.95	0.87	0.96	0.93	0.029
Team-Oriented Culture	123.92	0.94	0.90	0.94	0.86	0.047
Corporate Social Responsibility	184.87	0.91	0.87	0.92	0.83	0.077
Innovative	56.82	0.95	0.90	0.95	0.92	0.043

The effects in conceptual model

We propose the results in table 4 on the correlated effects on shares and team-oriented culture to corporate social responsibility, and the relationship on CSR and innovation. Shares has a

significant and positive impact on corporate social responsibility (β=0.478, p <.05). Team-oriented culture also has a significant positive impact on corporate social responsibility (β=0.377, p <.05). Corporate social responsibility has a significant and positive relationship with Innovative (β=0.634, p <.05). All results indicate support for the first three hypotheses. We also study the moderating result by altruistic to CSR on the interaction of shares and organizational culture, as suggested in Homburg et al. (2013). Altruistic value has weak significant moderating effect by the interaction to the relationship between team-oriented culture and CSR (β=0.083, p <.10). However, altruistic value fails to support moderating effect to the relationship between shares and corporate social responsibility.

Table 4 Results of Conceptual Model

Direct Path	Hypothesis	Estimates	Results
Shares→ CSR	H1	0.478***	Support
Team-Oriented Culture→ CSR	H2	0.377***	Support
CSR→ Innovative	H3	0.634***	Support
Moderating by interaction			
Altruistic×shares→ CSR	H4a	0.108*	Support
Altruistic×Team-Oriented Culture→ CSR	H4b	0.065	Not Support

***p<.10. **p<.05. ***p<.01. Notes: Completely standardized coefficients are shown**

CONCLUSION AND FURTHER RESEARCH

The proposed conceptual model approach the consequences, shares and team-oriented supportive culture, of perceived corporate social responsibility and further to measure the teamwork innovation. Shares or corporate cultural attributes have a direct effect on the company's implementation of corporate social responsibility, and the results of the overall dimension are significantly related, and are supported by altruistic value adjustment effects. The result of this research show that shares has a significant positive correlation to corporate social responsibility. There is a significant positive correlation between the importance of employees to corporate social responsibility in the strategy of value activities and corporate social responsibility-oriented companies.

The results suggest that teamwork organizational culture and shared value are positively related to corporate social responsibility. Companies that focus on corporate social responsibility should cooperate with competitors to participate in value chain activities. The organization maintains a positively altruistic personal attitude towards investing in corporate social responsibility, and there is a high link between the organization and corporate social responsibility.

Innovative behavior can promote employees to participate in social responsibility activities and create more new ideas. In terms of team innovation, companies or employees with innovative ideas are praised and rewarded, and employees' innovative have developed feasible and practical cases and implemented them effectively at work. In terms of organizational

innovation, the company will actively adopt new policies to improve performance, supervisors will use new leadership methods and also understand employee goals, and will adjust the work of colleagues on time to successfully achieve the goals. The findings based on this study is still limited under the teamwork supportive culture. Thus the future study in other profiles of organizational culture or types of innovation needs to be considered.

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