Internal Social Responsibility and Its Impact on Job Commitment: Empirical Study on Jordanian Cement Manufacturing Co.

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Abstract

The purpose of this paper is to explore the relationship between internal social responsibility and job commitment from a sample of 131-employees in Jordanian Cement Manufacturing Co. This study adopts the descriptive analytical methodology both theoretical and practical. Results showed a positive statistically strong relationship between the organizational structure and job commitment. Further, results also showed a negative relationship between the managerial policies and organizational commitment; and no statistically significant relationship between corporate innovation and job commitment. This study concludes with a number of recommendations that call for clearly identified management policies; enhancement of the innovation process at a larger scale that motivates job commitment among employees. This study calls for further studies that measure the effect of innovation, as one of internal social responsibility dimensions, on job commitment in industrial companies such as the Arab Potash Co. and Jordan Petroleum Refinery Co. to find out whether they agree or disagree with results from this study.

Keywords: Internal social responsibility, Job commitment

1. Introduction

To achieve their development and growth strategies, industrial organizations essentially depend on human resources as the hub of the development process and the cornerstone in their growth. Human resources also form the heart of an organization that gives momentum to the whole production process (Abbas, 2003). The social and economic growth in states and organizations created not only by production expansion, increase and diversity of factories, or greater employment of capital assets; rather effective investment of production factors of which human resources the most significant is also involved (al-Zghailat). Human resources form the most important production factor in a state (al-Smadi & al-Rawashdeh, 2009) that affects its performance. Taking in mind the importance of the human component, business organizations are now viewing human resources strategically paying greater attention to organizational environment and satisfaction of human needs whether material or immaterial so that to be motivated and well enabled to work effectively (al-Ghalbi & Manhal, 2004).

Research that were concerned with the importance of the human resources in business success concluded what has become to be known as "Job Commitment", where some studies argued that a committed employee will be closer to his organization and work harder in order to help achieve its targets (al-Ofi, 2005). However, other studies focused in the significance of job commitment as a concept and measured its positive effect on a set of negative variables, showing that the higher the job commitment, the less absenteeism rate will be.

On the other hand, job commitment was the major focus of organizational behaviour studies (al-Smadi, 2008) because of its effect on organizational effectiveness and efficacy. Job commitment is viewed very desirable

behaviour because it associates with much other organizational behaviour such as organizational performance quality, organizational citizenship, and low job turnover rate (al-Amyan, 2002).

However, weak job commitment would result in many negatives that lead an organization to deterioration including turn-over cost, lack innovation, low morality, motivation and commitment (Hui, Lee & Roussean, 2004). To overcome such disadvantages many business organizations assume the social responsibility to its employees by exerting every possible effort to create satisfaction and belongingness in their staffers (al-Sasani, 2003), create positive attitudes towards the organization that motivate embracement and acceptance of organizational values and goals, and motivate one to do the best he can for the organization, as well as the intention to stay an active member in the organization (Robbins, 2005). All in all, this can be done if the organization adopted a set of social practices like improving workplace conditions, stressing on human relations, providing social welfare programs, health benefits, security and professional safety (al-Haity, 2003). Many researchers emphasized on the social responsibility and importance for outsiders such as customers, shareholders, and effect on corporate reputation and performance (Achuam, 2008, Omari, Suwaidan, Mellahi, 2004 & Caroll, 1991; Welford, 2005).

Though there are many studies that investigated job commitment and social responsibility, the relationship between internal social responsibility and job commitment were insufficiently studied. Among few related studies, for example, Albdour, Ellisha & Soh Keng, (2010) stress on the potential relationship between internal social responsibility and job commitment. However, there still a need for other studies to investigate this relationship in industrial companies because most of previous studies were conducted in Jordanian service sector companies with too little interest being given to manufacturing companies. Thus, this study attempts to address this topic from anew perspective by testing the effect of internal social responsibility on job commitment in Jordan Cement Manufacturing Co. considering its escalating role in the Jordanian economy.

2. Theoretical Framework and Prior Studies

2.1 Social Responsibility

For companies, social responsibility stems from the view that corporate moral and social responsibility is part of business strategy. From this point, most companies take the lead in the field of corporate moral and social responsibility (Zadek, 2002). Al-Bataineh (2009) argue that social responsibility is a moral commitment imposed by necessities of public good and interest of a community rather than by laws and regulations. Al-Mershid (1999) defined social responsibility as making decisions and policies yielding greater focus on the internal and external environment of the organization from its different sides and not only emphasizing on profit maximization as a single objective of the organization because moral and social responsibility automatically emanates from moral and ethical commitment of decision makers in business organization management. Al-Ghalebi (2001) referred to social responsibility as a commitment by business organization towards its community taking into account community expectations from the organization regarding staffers and the environment.

In order for an organization to continue in business, social responsibility seems to be plausible ground for the organization to develop a relationship with is community (Al-Bakri, 2001), and improve its image in front of the community (Joudeh, 1996). The outcomes for an organization that assumes its social responsibility will appear on the long run creating the best for business organization, community, or environment in which it operates (Zairi & Perts, 2002). From the literature reviewed earlier we can argue that there are two kinds of social responsibility activities as practiced by business organizations: internal social responsibility and external social responsibility. The former kind that deals with social responsibility towards shareholders, customers, and community at large was much studied (Achuam, 2008; Omari, 2004; Jipri, 2003; Carroll, 1991, and Welford, 2005). Internal social responsibility, on the other hand, concerns with employees, and usually referred to as those activities that directly link with physical and psychological work conditions in which employees find themselves in the organization (Turker, 2009), specifically, the social activities and practices adopted by top managers such as improving work conditions and environment, supporting human relations in the workplace, providing social welfare and health benefits programs, security and professional safety (Al-Haity, 2003) in order to increase their satisfaction and loyalty among employees (Al-Hasani, 2003), help them create positive attitudes to organization that support their belief in and acceptance of the organization values and goals, motivate willingness to exert the most possible effort for the organization, enhance one's intention to stay as active member of the organization (Robbins, 2005).

2.2 Job Commitment

Job commitment has attracted much of organizational behavior research interest that reflects a strong association between the individual and his organization (Al-Smadi, 2008). In words of Mowdy et. al (1991) job commitment is the strong belief in and acceptance of organizational values and goals by employees, willingness to exert the utmost effort, and the intention to stay member of the organization. Robbins (2005) argued that job commitment

represents the link between organizational goals and individual's role that is connected with the goals, values and mission of the organization. From this view, job commitment can be described as the process by which both individual and organizational goals integrate. Mostly, this integration takes place inside organization that creates in individuals positive attitudes towards their organization, strengthens association with the organization, increase desire to stay in the organization as an active member of the organization through involvement in various good organizational behaviors like higher citizenship behavior, quality job performance, low turn-over rate, low employee delay and absence rates (Al Emyan, 2002). Taking that in mind, one can realize how important job commitment for the organization is because it reflects a strong two-way relationship between individual employees and organization. Job commitment does not depend only on individual characteristics and traits, but also on the incentives, benefits, and support provided by the organization to achieve self goals that in turn affect his job commitment (Al-Smadi, 2008).

2.3 Corporate Internal Responsibility and Job Commitment

In general, studies regarding social responsibility are rare in the Arab environment, specifically Jordan. Thus, the major interest of authors was the internal social responsibility and relationship with job commitment and employees. The literature review revealed many Arab and international studies about internal social responsibility dimensions and relationship. Hence, the importance of internal social responsibility stems from it s effect on motivation, and employee job commitment. Many studies stressed on the significance of job commitment and associated it with internal social responsibility practices. Masllow's Hierarchy of Needs theory argue that the behavior of an employee is identified by his strongest needs (physiological, safety, belonging, self esteem and self actualization) that if were satisfied will augment his potentials. Sweidan (2003) stressed on the social role that the organization should assume to its employees in terms of rewarding salaries and wages, job advance opportunities, ongoing training and learning, appropriate work conditions in the workplace, health care benefits, covered leaves, accommodation and transportation allowances. Further, Herzberg considered management policies, supervision and leadership styles, interrelationship among employees, salary scale, job stability, and work conditions are necessary factors contributing to staff retention and decrease turn-over rate (Robbins, 1997). On the other hand, Turker (2009) suggested eight dimensions of the corporate internal social responsibility related to employees including, quality of staffers, wellbeing and safety, improved living standard, equal opportunity, fair managerial decisions, needs and desires, organization policies encouraging skills development, support received by employees in furthering their learning. Vives (2006) argued that corporate social responsibility essentially involves wellbeing and welfare of employees, training and participation in the decisions making process, equal opportunity, good business relations, and some practices of corporate governance. Welford (2005) argued that corporate internal social responsibility practices involve indiscrimination, equal opportunity, fair wages, professional education, human relations, and human rights. Bramme, Millingon & Rayton (2007) investigated the relationship internal social responsibility components and job commitment of employees. Fairness of procedures and staff training were studied as components of internal social responsibility. Castka, Balzarova, Bamber (2004) studied internal social responsibility practices in small and mid-sized businesses in the United Kingdom staff members. The study found that social responsibility components involve human capital management, health and safety criteria, management quality, innovation & change policy, environmental effects management, natural resources, and finance management. Kok, VanDer, McKenna, & Brown (2001) studied such internal social responsibility practices as moral awareness, work conditions, variety, organizational structure, management style, and education and training.

Lee and Bruvold (2003) investigated the relationship between social responsibility components and job satisfaction, personality, and organizational commitment. Results found that corporate social responsibility increases job satisfaction and job commitment among employees. Rettab, Brik & Millahi (2009_ was conducted in the United Arab Emirates to investigate the association between corporate social responsibility and staff commitment. The study confirmed a positive effect of social responsibility on staff commitment. Kinjerski et al (2008) sought to identify effectiveness of programs designed to promote awareness to teamwork, job commitment, and morale among employees, and found that the application of such programs would result in greater commitment by employees to their organizations, low turn-over rate, and improved retention. Vitell et al (2008) supported a strong correlation between the institutionalized ethical principles and organizational commitment. Darwish & Yousef (1999 investigated the relationship between intrinsic motivation to work and job commitment in a random sample of (570) participants. Results confirmed a positive correlation between age and tenure, and experience in the current job and job commitment. Lo, Egri & Ralston (2008) sought to examine the outcomes of social responsibility as practiced in both Chinese and American firms. The study concluded hat social responsibility practices positively associates with job commitment in both Chinese and American firms. Peterson (2004) demonstrated that employees will be more committed when feel their companies practice social responsibility towards them. Al-Smadi & Rawashdeh (2009) concluded that employee must enjoy job security in order to increase satisfaction and retention. Top management need to understand employee needs by adopting

open-door policy and easy communication channels. Hults (2005) compared effects of organizational conflicts on job commitment in six courtiers: United States, UK, New Zealand, Germany, Norway and Sweden and revealed a statically significant relationship between negative conflicts and job commitment in the sample generally, and found that the empowerment in the workplace intervenes worker experience to positively affect employee commitment in the organization. Similarly, John (2004) demonstrated that conflicts between subordinates and superordinates would lead to negative effects precluding a positive relationship to develop between empowerment and job commitment. Most recently in Jordan, al-Bdour, Ellisha, & Soh keng (2010) examined the relationship between corporate internal social responsibility and organizational commitment. The components of internal social responsibility studied were: education and training, human rights, safety and wellbeing, life-work balance, and variation in workplace. Results indicated that internal social responsibility practices in banks were at a statistically significant level to encourage employees on job commitment and involvement. The study called future studies to pay greater attention to such internal social responsibility practices as education and training, human rights, safety and wellbeing, life-work balance and variety in workplace which will increase job commitment level among employees. Future studies also advised to investigate other internal social responsibility practices, for instance organizational structure, management style, job security, management quality, embracing innovation approach by top management, etc. to identify their effect on job commitment.

From the earlier discussion it becomes clear that organizations have to make their missions and objectives publicly visible and to rely on employees to attain their goals. Organizational, Joholin (2004) stressed that social responsibility activities department should be placed at the upper level of the organizational structure.

Further, al-Saffar, al-Ajlouni & Jaradat (2009 argued for the effective role of organizational structure that affects individual and group behaviours in the organization if only relied on proper principles, and stressed on organizational relations, leadership style, group responsibilities, and involvement in decisions made. In the same line, al-Thneibat (1999) also found a positive effect of the organizational structure, managerial policy, and adoption of innovation on performance and commitment of employees.

Based on the earlier discussion and results from prior studies, hypotheses in the present can be formulated as below:

H1: There is a statistically significant relationship between practice of internal social responsibility and organizational commitment.

$H1_1$: There is a statistically significant relationship between the organizational structure and job commitment

$H1_2$: There is a statistically significant relationship between management policies and job commitment.

$H1_3$: There is a statistically significant relationship between innovation and job commitment.

3. Methods

3.1 Population and Sample

Population (N=1191) consisted of employees of Jordanian Cement Manufacturing Co. (Amman Bourse, 2009).

Participants (n=170) were randomly selected representing (14%) of population, Working in job Levels (Supervisory, Non-Supervisory) in the company, where the proportion of holding non- supervisory Positions (76%) of the sample, while (24%) of whom hold supervisory positions, as shown in Table (1). Questionnaires were administered by hand and (152) questionnaires (89%) were retrieved. Unusable questionnaires (21) were excluded from the final analysis because they were either incomplete or did not match analysis criteria. Finally, (131) questioners representing (77%) of the total questionnaires administered were usable for statistical analysis.

Table (1) shows that males had the greatest percentage (80%) compared with females representing 20 per cent of the sample. This result can be accounted for the fact that staffing policy followed by Jordanian Cement Manufacturing Co. recruits more males than female employees due to the difficult nature of work in the company compared with companies in other sectors. As for age, results show that the age group (31-40) representing 44 per cent of participants, was heavily represented. The age group (41-50) represented 20 per cent of participants compared with 17 per cent for the age group (51 or more). This result shows that about 72 per cent of participants were less than 40 years of age, meaning that the staffing policy at the Jordanian Cement Manufacturing Co. favors potential employees of younger ages who supposedly do their jobs more actively and briskly. On the other hand, people of the age group (51 yrs or more) were low represented (17%), because it is at this age that employees are retired.

Regarding educational qualification, bachelor's degree holders represented the largest proportion (71%) compared with 14 per cent of participants held postgraduate degree which indicated lowest proportion. To explain this result, jobs carried out by employees mostly require at least the bachelor's degree. Results also demonstrate that major parts of participants assume non-supervising (76%) versus supervising (24%) jobs. The tenure spent by an

employee in this company was largely represented (33%) by the group (6-10 yrs), the result that indicate the job satisfaction and security enjoyed by employees.

3.2 Instrumentation

Relying on the literature reviewed, the questionnaire was used to collect data and achieve the purpose from this study by measuring the relationship between internal social responsibility and effect on job commitment. Instrument items covered three parts; part one collect demographic information about participants. Part two involved sixteen items measuring internal social responsibility (independent variable) and components (organizational structure, management policies, and innovation & Change). The authors developed this scale relying on al-Saffar, al-Ajlouni & Jaradat (2009) scale:

Organizational Structure: This component is measured by item (1 through 7) which focused on teamwork, open communication channels between managers and employees, democratic, friendly, and easygoing relations, involving employees in goal-setting, and decision-making processes, decisions coordination, and enhancing positive interrelationships among employees.

Management Policies: This component is measured by item (8 through 13) revolving around: explaining established policies to fresh employees in advance to starting job, give opportunity for employees to improve their skills, adopt overpayment policy, less strict conformity with regulations when doing job, appropriateness of training programs with employee needs and expectations, and finally how familiar are employees with job tasks required to perform.

Change & Innovation: This dimension is measured by item (14 through 16), in terms of importing new work methods, encouraging innovation, renovation and development in the way work is done, and keep track with up-to-date changes related to work.

Part three (7 items) measured job commitment (dependent variable). This scale was developed by the authors depending on Allen & Meyer (1999), Yousef (1999) and al-Smadi (2009).

Using Likert-5 point scale, responses ranged between (1) [Strongly Agree], (2) [Agree], (3) [Undecided], (4) [Disagree], and (5) [Strongly Disagree].

3.3 Validity

To elicit their opinions regarding consistency of instrument items and appropriateness to its respective domain, the instrument was sent to a panel of academic professors of Business Administrations and Accounting. The suggestions and modifications they made were considered in the final version of the questionnaire. Reliability was tested by drawing out Chronbach alpha coefficient ranging (92.2-97.9) as shown by Table (2). The computed reliability was higher than the statistically acceptable value showing the scale is enjoying a statically acceptable level of reliability.

3.4 Statistical Treatment

To analyze data gathered by study variables, the statistical methods used included:

-Frequencies and percentages describing participant characteristics.

-Means and standard deviations to identify extent to which respondents responded to instrument items.

-Internal-consistency Cronbach Alpha to verify reliability of the instrument

-Multiple regression testing for study hypotheses.

4. Results and Discussion

4.1 Variables

Table (3) shows that dimensions of internal social responsibility were not widely disparate, where the organizational structure was placed top (M=3.42), compared with management policies that was placed down (M=2.80). Compared with the hypothesized mean (M=3), the overall social responsibility mean was higher; whereas the mean score of job commitment (dependent variable) reached (M=3.40).

4.2 Testing Hypotheses and Discussion of Results

H1: There is a statistically significant relationship between practice of internal social responsibility and organizational commitment.

H1₁: There is a statistically significant relationship between the organizational structure and job commitment

H12: There is a statistically significant relationship between management policies and job commitment.

H1₃: There is a statistically significant relationship between innovation and job commitment.

To test for those hypotheses, multiple-regression test was used as shown by Table (4). Results indicate the correlation (R) between internal social responsibility components as a composite and job commitment was at (0.846), whereas coefficient of determination (R2) was (0.768%). The meaning is that about 77% of changes in job commitment are accounted for by the change in internal social responsibility components as a composite. This result is also confirmed by F value (140.170) at significant level (α<0.05) implying a strong statistically significant association between internal social responsibility components (organizational structure, management policies, and innovation) as a composite with job commitment. The main hypothesis in this study is therefore accepted.

To test for the sub-hypotheses, results from above table indicate a relationship between corporate organizational structure and job commitment. From table (4), with effect factor Beta being (0.606) statistical value (T) (7.844) at statistically significance level (0.00), which is less than (α=0.005), one can argue that corporate organizational structure strongly affects job commitment, meaning that the first sub-hypothesis "There is a statistically significant relationship between the organizational structure and job commitment". This result is in consistent with al-Thneibat (1999), Joholin (2004), al-Saffar, al-Ajlouni & Jaradat (2009) that emphasized that corporate organizational structure strongly affects individual and group behaviours in the organization only if properly established, supported organizational relations, stressed on leadership, collective responsibility, and participation in decision making.

For the second sub-hypothesis "There is a statistically significant relationship between management policies and job commitment" results indicate that however there is a significant relationship in conformity with this hypothesis, the relationship was negative with significance level being (α=0.000) and less than (α=0.05), effect factor Beta was (-0.305), and statistical value (T) was (-3.977). The implication is that the relationship found between corporate management policies and job commitment as suggested by the second sub-hypothesis was negative. This result disagrees with Robbins (1995), Turker (2009), Vives, 1999. Welford & 2005, and al-Thneibat (1999), despite the emphasize they put on management policies in order to retain employees and enhance their job commitment. This result motivate authors to conclude that administrative policies in the company under study, appear to be unclear, strategic decisions are centralized, and employees are not given the opportunity to participate in the decision-making process.

As for the third sub-hypothesis "There is a statistically significant relationship between innovation and job commitment", results indicated the contrary to this. From table (4), results show the statistical significant level (0.957) was higher than (α=0.05), effect factor Beta was (0.003), and statistical value (0.24), the implication is that there is no statistical significant association between change and invocation practiced by company and job commitment. This sub-hypothesis was therefore rejected. This result disagrees with results from al-Thneibat (1999), Castka, Balzarova & Bamber (2004) that indicated a positive effect of the adoption of innovation and change on employee performance and job commitment. Other studies (Albdour, Ellisha & SohKeng, 2010) recommended top management adopt innovation and change practices as a component of internal social responsibility in their corporations and called future studies to measure the effect of innovation and change on job commitment.

5. Conclusions

The purpose of this paper is to explore the relationship between internal social responsibility and job commitment in Jordanian Cement Manufacturing Co. The results indicated a strong relationship with a statistically significant between the dimensions of internal social responsibility (the organizational structure, administrative policies, change and innovation) combined, and job commitment.

By testing hypotheses of the study to determine the effect of each dimension of social responsibility on the job commitment, Show that the organizational structure of the company has an active role in influencing the behaviour and commitment of employees, which is to focus on the style of teamwork in the company, and providing open channels of communication between management and employees, Where the job description, and coordination in the making, as well as employees participation in goal setting and decision-making encourages and supports the positive relations between employees and management .

As for the administrative policies, the study found that the administrative policies of the company are ambiguous, and lack of clarity, as a policy granting the additional wages and salaries.

The study also found that there was no statistically significant relationship between the variable of change and innovation by the company and job commitment, this may be due to the reason for this lack of attention by employees in the methods and techniques of work matched by the company to develop its business.

6. Limitations and Recommendations

This study was limited to one company of industrial companies in Jordan, a Jordanian Cement Manufacturing Co, The study also dealt with the dimensions of internal social responsibility (organizational structure, administrative

policies, change and innovation) only, and its impact on job commitment.

Based on earlier results, this study advises the company to have its management policies well-defined and get employees at different managerial levels familiarized with such policies. In addition, the company is advised to pay greater attention to remuneration and bonus policy, provide staff development programs, and motivate them to participate in the corporate decision-making process, to retain employees and enhance their job commitment.

Further, the authors call future studies to investigate the effect of innovation as a component of internal social responsibility on job commitment in other industrial companies, for example Arab Potash Co. or Jordan Petroleum Co. to identify how consistent or inconsistent results from prospective studies with results from the present study.

This study also recommends that the study of other dimensions of internal social responsibility such as leadership style. And also can conduct studies to investigate the effect of internal social responsibility on the loyalty of employees within the organization.

The study recommends further studies to investigate the effect of internal social responsibility on the job commitment in other industrial companies, such as the Jordanian Phosphate Company, and Potash Company, As well as in service companies because of the importance of internal social responsibility and its impact on the job commitment.

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Table 1. Distribution of Participants by Gender, Age, Education, Job Level, and Tenure

Demographic Variable	Frequency	Percentage %
Gender		
Male	105	80%
Female	26	20%
Age		
30 or below	36	28%
31-40	58	44%
41-50	20	15%
51 or more	17	13%
Education		
Diploma	20	15%
Bachelor's	93	71%
Graduate Studies	18	14%
Job Level		
Supervisory	32	24%
Non-Supervisory	99	76%
Tenure		
5 yrs or less	39	30%
6-10 yrs	43	33%
11-15 yrs	24	18%
16-20 yrs	18	14%
21 yrs or more	7	5%

Table 2. Reliability coefficient Chronbach Alpha of dependent and independent variables

	Items	Chronbach Alpha
Organizational Structure	7	0.979
Management Policies	6	0.957
Adopting Innovation	3	0.922
Job Commitment	7	0.973

Table 3. Means and Standard Deviations of Study Variables

Variable	Mean	SD
Organizational Structure	3.42	1.442
Management Policies	2.80	1.216
Innovation	3.79	0.696
Job Commitment	3.40	1.388

Table 4. Multiple Regression Analysis to Find Out whether There is Effect of Internal Social Responsibility on Job Commitment

Model Variable Statistics				Model Statistics			
Independent Variables	Beta	T	Sig.	R	R2	F	Sig.
Organizational Structure	0.606	7.844	0.00	.876	.768	140.170	.000
Management Policies	0.305-	3.977-	0.00				
Adopting Innovation	0.003	0.054	0.957				