Analyzing the Relationship between Perceived Social Responsibility and Employees' Affective Commitment and Green Behaviors: Moderating Role of Ethical Climate

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Abstract

Background: This study aimed to investigate the effect of perceived social responsibility on employees' affective commitment and green behaviors with the moderating role of ethical climate.

Material and Methods: This research is applied in terms of purpose and descriptive-correlational in nature. The statistical population of this study is all employees of health care centers including health centers, emergency and hospitals (public and private) in Tabriz. The sample size was determined based on the Cochran's formula 385. The sampling method was random due to the infinity of the statistical population. A questionnaire was used to collect data and structural equation method with SPSS and SMART PLS software was used to analyze the data and test the hypotheses.

Results: The results showed that the relationships between perceived social responsibility and employees 'green behavior (β = 0.318) and affective commitment (β = 0.494) as well as the relationship between employees' affective commitment and green behavior (β= 0.218) were positive and significant. Was. The moderating role of the moral climate variable was also confirmed in this model (β = 0.227).

Conclusions: Based on the research findings, it can be concluded that perceived social responsibility along with the ethical climate of the organization creates an affective commitment in employees towards the organization that this high affective commitment also leads to green behaviors in employees.

Keywords: Perceived Social Responsibility, Affective Commitment, Green Behaviors of Employees, Ethical Climate

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INTRODUCTION

In recent decades, with the advancement of technology, the production and consumption of products around the world has increased and increasing consumption can have various consequences. Environmental issues such as global warming and climate change will largely depend on increased consumption, and as long as there is consumption, there will be pollution, although this pollution can be kept to an acceptable and virtual level [1]. Employee green behavior refers to "scalable tasks and behaviors that employees perform that are related to, contribute to, or avoid environmental sustainability. Examples of employee green behavior are: paper recycling, duplex printing, electricity savings and waste reduction, the success of an organization for environmental sustainability depends on the environmental behaviors of employees. One of the major

challenges for organizations is how to integrate environmental policies into human resource activities [2]. The world's population is also growing rapidly, and this increase in population and consequently the increase in the consumption of natural resources is a serious threat to land reserves. This is important for everyone, and individuals must share their responsibility to find more sustainable ways to access natural resources and prevent damage to the natural environment [3]. Undoubtedly, one of the sectors of society that seems to be able to play a decisive role in environmental sustainability are organizations. Organizations are simultaneously accountable to society and stakeholders. They are involved in technological interventions, but often fail to guarantee sustainable environmental consequences [4]. The need for a healthy and sustainable

environment is that in order to have employees who are environmentally friendly, organizations must train employees and motivate them [5]. Therefore, the human resources of the organization is the main factor of success and failure in the decision-making of the environmental management system [6]. Likewise, employee behavior is considered as the main factor in the success of organizations' adaptation to the environment [7]. Therefore, there is a need to encourage employees to engage in green behavior in the workplace in order to address the growing threat of climate change [8].

Today, everyone has realized the importance of the role of human beings in the organization and refers to it as an asset whose productivity of other assets of the organization depends on its expertise and knowledge. Proper use of human capital requires paying attention to the mental, psychological conditions and complexities of human existence and creating the right conditions for the development of their talents. One of the important and influential factors in the inefficiency of human capital, which leads to deterrent behaviors by employees, is job insecurity [9]. Affective commitment is the positive affective attachment that employees have toward the workplace. Employees who are affectively strongly attached to the organization identify with the goals of the organization in which they work and the desire to stay. Such employees remain committed to the organization at their own will [10]. Social responsibility has a positive effect on employees' organizational commitment [11]. He believes that when an organization fulfills its social responsibility, the organizational identity of individuals and, consequently, their organizational commitment increases. Research shows that employees of socially responsible organizations value their relationship with the organization and increase their commitment to it. The employees of these organizations are proud of themselves and this increases their commitment to the organization [12]. One of the ways to create affective commitment in employees towards the organization is social responsibility, which can have many positive consequences. In recent years, there has been an increasing emphasis on the importance of the concept of corporate social responsibility for the economy [13].

Because companies rely so heavily on their human resources to survive in turbulent and dynamic global markets. One of the important issues in the field of human resource management is the organizational commitment of employees. Various studies have been conducted on the variables affecting the organizational commitment of employees, which have emphasized the role of corporate social responsibility in increasing the

organizational commitment of employees. Organizational social responsibility has a great impact on the attitudes and behaviors of the organization's stakeholders [14]. Today, in order to reduce the harmful effects of organizations, there is increasing pressure to establish a green management system. A green management system will be successful if it does not ignore the vital role of human behaviors in "green" processes and strives to reinforce such environmental behaviors [15]. In general, green behavior of employees is any measurable individual behavior in the context of the workplace that helps to achieve the goals related to environmental sustainability or prevents the achievement of those goals [16]. In general, today's organizations tend to ensure that their day-to-day activities do the least harm to the environment. The performance and environmental behaviors of employees and their willingness is the most important factor in the success of organizations in implementing green measures [17]. The moderating variable in this study is the ethical climate, which is part of the culture of the organization and predicts the ethical and immoral behavior of employees. Ethical climate is considered as a one-dimensional structure for measuring employees' evaluations of the existence and implementation of ethical codes, ethical communications and ethical policies of the organization [18]. This atmosphere is the result of the policies and actions of the organization and influences the ethical decisions of employees, their attitudes and behaviors [19]. On the other hand, ethical climate is an effective factor on employees' job outcomes such as organizational commitment, job satisfaction, job involvement and job performance [19]. According to the presented materials, it can be said that the existence of social responsibility has a positive effect on affective commitment [11-13] and green behaviors [17, 20]. He stated that this variable can play an important role based on research [21]. In this regard, organizations need to pay attention to environmental, social and humanitarian issues and to formulate policies of social responsibility [22]. The health sector also strives to provide modern and advanced health services to the community and accepts its social responsibility [23]. Ensuring the health of people in the community is one of the main goals of health care providers that achieving this goal is possible only by providing the desired and needed services [24]. Medical staff should be held accountable for their clients due to their role in the health system. Therefore, it can be said that responsibility is an important principle in providing medical services [25]. Creating affective commitment in people is also one of the factors that can

make employees loyal to the organization. One of the factors that can cause commitment in employees is the best performance of social responsibility by organizations. Employee behavior also develops following employees' affective commitment. As a result, affective commitment can be considered as a mediating variable between corporate social responsibility and green behavior of employees. Based on what was designed and in terms of studying and developing green behaviors of employees in hospitals, emergency centers and health centers, this study tries to create a scientific context in relation to the development of concepts of understanding social responsibility by examining the impact of these variables. Ethical atmosphere provided the ground for the development of green behaviors in the organization and in this direction, the variable of affective commitment can pave the way for employees to achieve the desired and desired organizational results. In this study, we have tried to develop green behaviors in the study sample and to develop these behaviors in the form of perceived social responsibility and to use the moral climate as a solution to improve green behaviors.

MATERIAL AND METHODS

This research is applied in terms of purpose and descriptive-correlational in terms of method. The statistical population of this study is all employees of medical service centers, including health centers, emergency centers, hospitals and the administrative deputy of Tabriz University of Medical Sciences. According to the statistics of the University of Medical Sciences, their number is approximately equal to 3200 people. Based on the Cochran's formula, the number of samples was set at 385. Simple random sampling has the

same chance of selection for all members. Questionnaires were published and collected electronically in virtual active groups and referring to hospitals in person. To collect the necessary data, the field method and questionnaire tools were used through a five-point Likert scale. The Social Responsibility Questionnaire [26] has 5 items: environmental responsibility, accountability to the local community, profit generation, proper treatment of its stakeholders, and commitment to its moral social responsibilities, and above all, fulfillment of legal obligations. The Affective Commitment Questionnaire [27] has 8 items. The Green Behavior Questionnaire for Employees [26] has 5 items, including performing the assigned tasks in an environmentally friendly manner, performing the responsibilities specified in the description of their duties in environmentally friendly ways, and performing the expected job tasks in the following ways: Environmentally friendly, actively engaging in environmental protection in the workplace and initiating work in environmentally friendly ways. The moral climate questionnaire [28] has 14 items with dimensions (altruistic climate, legal and principled climate, legal climate, instrumental climate, independent climate) has been measured. In order to determine the reliability of the questionnaire, Cronbach's alpha coefficient and combined reliability were used to assess the validity of convergent validity and confirmatory factor analysis was used. To analyze the data, structural equation modeling technique with partial least squares approach was used and SMART PLS software was used to study the conceptual model of the research. Table (1) shows the demographic characteristics of the respondents.

Table 1. Demographic Characteristics

Variable / Factors	Frequency	Percentage
Gender		
Male	266	69
Female	119	31
Age		
20-30ys	49	13
31-40ys	189	49
41-50ys	110	29
50>	36	9
Education		
B.A	167	43
M.A	75	19
Ph.D.	36	9

Table 2. Descriptive Indicators of Research Variables

Variables	Mean	SD	Skewness	Kurtosis
Social responsibility	3.41	0.73	-0.229	-0.046
Affective commitment	3.30	0.71	-0.284	-0.211
Green behavior	3.28	0.73	-0.328	-0.064
Ethical climate	3.45	0.60	-0.440	-0.263

Table 3: Findings of confirmatory factor analysis, Cronbach's alpha, composite reliability and AVE

Factor / Item	Factorial Load	Cronbach's α	Composite Reliability	AVE
Social responsibility		0.772	0.793	0.448
Q1	0.687			
Q2	0.680			
Q3	0.748			
Q4	0.781			
Q5	0.363			
Green behavior		0.754	0.783	0.441
Q6	0.700			
Q7	0.789			
Q8	0.742			
Q9	0.674			
Q10	0.297			
Ethical climate		0.903	0.916	0.464
Q11	0.496			
Q12	0.548			
Q13	0.656			
Q14	0.121			
Q15	0.467			
Q16	0.513			
Q17	0.555			
Q18	0.522			
Q19	0.835			
Q20	0.740			
Q21	0.217			
Q22	0.564			
Q23	0.585			
Q24	0.479			
Q25	0.833			
Q26	0.424			
Q27	0.697			
Q28	0.611			
Q29	0.704			
Q30	0.583			
Q31	0.373			
Q32	0.403			
Q33	0.610			
Q34	0.544			
Q35	0.543			
Q36	0.592			
Affective commitment		0.785	0.840	0.402
Q37	0.635			
Q38	0.686			
Q39	0.486			
Q40	0.714			
Q41	0.708			
Q42	0.682			
Q43	0.651			
Q44	0.487			

Table 4: Coefficient of determination (R^2)

Variables	R^2
Affective commitment	0.244
Green behavior	0.461

RESULTS

Descriptive statistical indicators including mean, standard deviation, skewness and kurtosis are presented in Table (2). One of the important assumptions to consider in structural equation modeling is that the data have a normal distribution. Abnormality of data

distribution can be detected by examining the skewness and kurtosis of the distribution shape.

Evaluation of the model reliability test since the measurement models of a set of observable variables reflect a unique hidden variable, the condition of homogeneity and one-dimensionality of that model must be established. For this purpose, at the application level of the software, there are three indicators or criteria to evaluate the reliability of a reflective measurement model: 1) the reliability of each observable variable (reliability of reagents or factor loading) 2) Cronbach's alpha 3) combined reliability. Confirmatory factor analysis is performed to check whether the questions of each variable (explicit variables) are related to its own structure (hidden variable). The strength of the relationship between the factor (hidden variable) and the observable variable is indicated by the factor load. Due to the fact that Cronbach's alpha coefficient provides a more rigorous estimate of the internal reliability of latent variables, another criterion called composite reliability is used in PLS path models. This criterion takes into account the different loads of the indicators. In order to evaluate the validity of the measurement model, a convergent validity index has been used. Table (3) shows the values of the factor loadings of the items, the Cronbach's alpha, the composite reliability, and the mean of the mean variance criteria.

The purpose of evaluating the structural model is to examine the quality of the appropriateness of the theories and experimental data of the research. Structural model test criteria include: 1) coefficient of determination (R^2); 2) Predictor correlation index (Q^2); 3) The path coefficients (β) and its significance. The coefficient of determination index shows what percentage of changes in the dependent variable are made by the independent variable. The values of 0.326 and 0.752 for the independent latent variables are described in the structural path model as moderate and significant, respectively, If there are a few (one or two) independent variables, the mean values of the coefficient of determination are also acceptable. The values of the determination coefficient are given in Table 4.

The path coefficient indicates the existence of a linear causal relationship and the intensity and direction of this relationship between the two hidden variables. To check the significance level of path coefficients, the value of t of each path must be calculated. If the value obtained is considered at the level of confidence, that relationship is confirmed. Figure (1) shows the research model along with the path coefficients. Figure (2) also shows the research model in a significant way. Direct coefficients show that the existing relationships are confirmed at the significance level of 0.05.
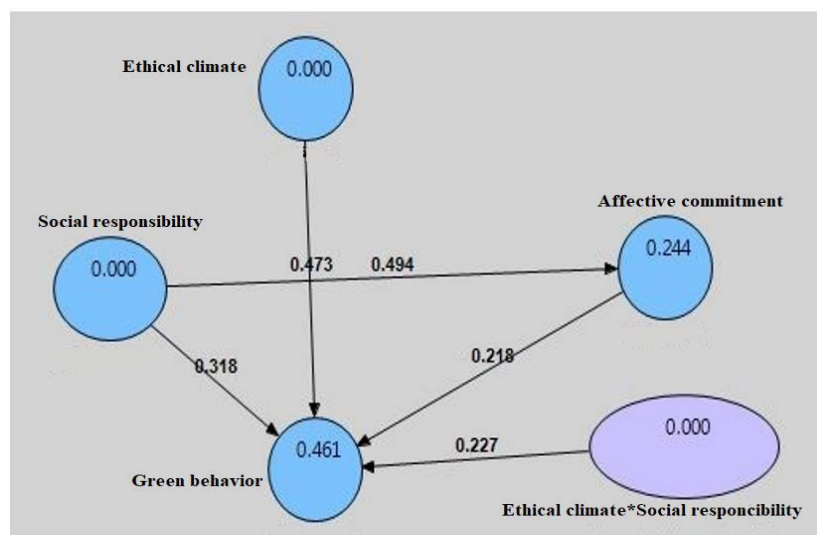

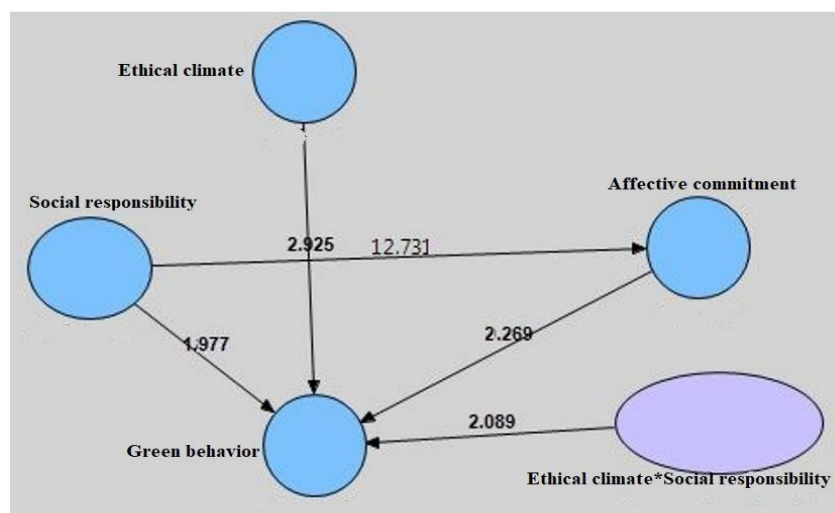**Figure 1.** Results of hypotheses in standard mode

Figure 2. Results of the hypotheses in the case of significance

Table 5. Hypothesis Test Results

Hypothesis	Standard	Sig.	Result
Perceived social responsibility affects the green behavior of employees with a moderating role in the ethical climate.	0.227	2.089	Approved
Perceived social responsibility affects affective commitment.	0.494	12.73	Approved
Perceived social responsibility affects the green behaviors of employees.	0.388	1.97	Approved
Ethics influence the green behaviors of employees.	0.473	2.925	Approved

Table (5) presents the test results of the hypotheses. Accordingly, according to statistical analysis, the significance number of the path between the two variables in all hypotheses is greater than 1.96, so all hypotheses are confirmed. On the other hand, because the obtained significant number is positive and direct.

DISCUSSION

The aim of this study was to investigate the effect of perceived social responsibility on employees' affective commitment and green behaviors with a moderating role in the ethical climate. In the main hypothesis No. 1 of the study, it was claimed that perceived social responsibility has an effect on employees' affective commitment and green behavior with a moderating role in the ethical atmosphere. It can be said that an organization must fulfill all its responsibilities at all levels properly [29]. On the other hand, the green behavior of employees in the workplace can be guided by the social environments in which employees work. In further confirmation of hypothesized relationships derived from social exchange theory and social identity theory, empirical results confirmed that higher levels of organizational trust and organizational identity can improve employee well-being and the likelihood of employees engaging in supportive green behaviors in the workplace [26]. Green behaviors (or pro-environmental behaviors) are behaviors that have a positive impact on the environment. Mental behavior, which plays an important role in reducing the

negative effects of human actions on the environment, is also called green behavior. Although research on green behavior has been around for decades, the interest in investigating such behaviors in the workplace is relatively new [30]. Finally, the moral climate is part of the overall climate of the organization. Therefore, this hypothesis is confirmed with the aim of the effect of perceived social responsibility on employees' affective commitment and green behaviors with the role of moderating the ethical atmosphere. In the first sub-hypothesis, it was claimed that perceived social responsibility affects affective commitment. They care about justice in social responsibility activities because they believe it is a moral obligation. The effect of social responsibility activities on the moral commitment of individuals can be considered in the concept of individual fit of the organization [31]. Therefore, the individual fit of the organization is one of the most important factors affecting the development of organizational commitment [31]. Organizational commitment refers to the state in which an individual puts his or her behavior in line with organizational beliefs, and the more consistent the organizational behavior and beliefs, the stronger the organizational commitment [32]. In other words, it can be said that affective commitment, which is an affective attachment to the organization, is an important concept to understand the loyalty to the organization and the self-

sacrifice of employees for the organization. Affective commitment is the most important dimension of organizational commitment to predict job behaviors, absenteeism, and intention to leave the service, and strengthening commitment is one of the main concerns of contemporary organizations in order to retain talented employees in knowledge-based economies [33]. One of the ways to create affective commitment in employees towards the organization is social responsibility, which can have many positive consequences. In recent years, there has been an increasing emphasis on the importance of the concept of corporate social responsibility for the economy [13]. Most previous research examines the impact of social responsibility on affective commitment directly and separately [13, 31, 34-36] and finds that if an organization engages in social responsibility activities, it benefits from What they do, they get, which is due to the good image they create in the society. On the other hand, organizational behavior research in the last two decades has had a significant tendency towards organizational identity [37]. According to the researches and the results of this research, it can be stated that perceived social responsibility has an effect on affective commitment. In the second sub-hypothesis, it was claimed that perceived social responsibility has an effect on the green behaviors of employees. But the role of employee welfare services in attracting and retaining efficient human resources in the competitive world of companies today is a strategic and more important category than other measures. Is known. Managing employee check-in and check-out times and controlling it through the attendance system may have been the first step in ensuring employee performance; But with the complexity of systems, administrative procedures, as well as the development of communication technologies that are available at all times to entertain employees, simply the physical presence of people at work, doing things and, most importantly, their efficiency does not guarantee. In this regard, various systems and procedures for performance evaluation and periodic reports were developed to measure the performance of organizations and individuals in a mechanized manner, and this as a control factor to provide appropriate and quality outputs desired by the organization. Nevertheless, economic development and the creation of competitive markets in various industries have caused even small differences in the efficiency of organizations and companies to determine their success and profitability. In a situation where efficiency guarantees the survival and maintenance of the existence of businesses. Paying

attention to the creativity and optimal performance of employees will be very important; this is why creating a space for new ideas and paving the way for better performance is one of the major concerns of human resource managers [38]. According to the researches and the results of this research, it can be stated that perceived social responsibility has an effect on the green behaviors of employees. In the third sub-hypothesis, it was claimed that the ethical atmosphere affects the green behaviors of employees. Explaining this finding, it can be said that understanding the relationship between the ethical climates, employee behaviors in any organization seems necessary. In employees, organizational climate can affect their tendencies to green behavior, and in an atmosphere where there is a strong emphasis on green behavior, deviant behaviors will occur less and will somehow improve positive behaviors, including trust, because success. An organization depends on trust in the organization and it also depends on the organization's predictability for the environment and it, in turn, depends on the responsibility for the rights of all elements of the organization's environment and plays a strategic role in the success of the organization. Also, the lack of a proper atmosphere and green behavior by the employees of the organization, causes damage to individuals, the organization and society. When employees do not behave properly and do not have ethics, lack of cooperation between people, breaking the law, not paying attention to the client, not paying attention to work conscience and hostility in this organization, has grown and no longer only meets their needs and environment, but may it causes corruption and the destruction of values in society [39]. Implementing corporate social responsibility has many benefits for society. Therefore, regulatory bodies and decision-making authorities should consider the ethical foundations of corporate managers as an effective factor on corporate social responsibility [40]. Ethical climate and social harm affect job conflict and are considered as important variables [41]. Observance of ethical issues in the organization, especially in the treatment of managers with employees is a need and should always be respected so that employees feel more committed to their work and organization [42]. One of the ways people learn is to observe the behaviors and actions of others [43]. One way to motivate employees to participate in green behaviors is to show commitment to such behaviors by the leaders themselves [8]. Also, playing the role of green leadership and transfer of green policies by managers is effective in promoting green behavior of employees. This is more important for middle managers; because they are

in constant and close contact with employees, so they can be more effective in their green behavior [44]. The attitude and participation of senior management and middle managers, and their ability to speak about environmental sustainability is critical to the organization [45]. Leaders who feel responsible for protecting the environment are the main source of inspiration for employees [46] and recognize the role of managers in strengthening the green behavior of employees. Thus, leaders 'behavior influences employees' intentions to take environmental action [47].

Based on the results of the test of research hypotheses, the managers of Tabriz University of Medical Sciences should present a clear organizational perspective of social responsibility with a positive and clear view. This issue can be put on the agenda by focusing on this important organizational variable in developing guidelines or training courses while serving staff and physicians. This, in fact, facilitates other research variables in some way. Because in addition to paying attention to social responsibility, the need to pay attention to green behaviors also becomes meaningful, and employees take action with a better vision and take action for environmentally friendly behaviors. Also, an organization can only reap the benefits of implementing these procedures if it creates the mentality in employees that these measures are implemented in response to meeting social needs. It is also suggested that Tabriz Medical Sciences managers provide their values and expectations to employees in writing or orally so that employees can adapt themselves to these values. The more the organization pays attention to job problems, especially employees' family problems, the more employees feel a sense of belonging and desire for their work. Therefore, it is recommended that the relevant units and managers pay the necessary attention to recognizing the issues and problems of their human resources. Employees who feel they are widely supported by the organization feel compelled to respond to this organizational support. Therefore, it is recommended that managers of the organization take measures to support their employees in order to stimulate a sense of duty and belonging among employees. To promote the affective commitment of employees of Tabriz University of Medical Sciences, it is suggested that managers increase the feeling of usefulness and loyalty by increasing the participation of employees and providing sufficient information through in-service classes in their field, and increase the affective commitment of employees. One of the organizations that has a significant role in solving problems related to health and

treatment and improving the quality of urban life is the University of Medical Sciences. The social responsibility of this organization is much more important than other organizations. According to previous studies, when the organization solves social problems in an ethical manner, it creates employees' trust and commitment to the organization. Organizational commitment and trust leads to green behaviors of employees in the organization. Moving in the direction of social and environmental responsibilities is a necessary and vital factor that leads to the continuation of the organization in the long run. Managers of universities of medical sciences and health care centers should pay close attention to the fact that in the age of information and globalization, to achieve success, they must respond appropriately to social and moral expectations and best combine such expectations with economic goals to achieve higher goals. In fact, the optimal performance of social responsibility is one of the key factors for the survival of an organization and improvement in the welfare of its employees and is an issue that has recently been considered by most organizations. Their activities must be responsible for the community and its events, and this will improve the performance of their employees. Social responsibility and creating an ethical environment directly affect green trust, commitment and behavior. Organizational commitment also directly affects employee health and green employee behavior and more participation in green behaviors in the workplace and the relationship between employees and the company will create and strengthen more trust and organizational identity. In order to promote the affective commitment of employees in Tabriz University of Medical Sciences, managers should make more efforts to increase the fit of employees with their organization, because these people have the necessary commitment to the organization and only need to make more efforts to improve their fit with the organization. In this regard, it is suggested to the University of Medical Sciences with the responsible agencies to achieve this goal to develop and expand the ethical environment in the organization, because firstly, it is based on an ethical atmosphere that ethical results emerge, and secondly with paying attention to this characteristic of an organization is that many wrong behavioral habits and some erroneous processes are manifested in the shadow of the dignity and ethics of human resources, and these values are somehow reminiscent of a successful organization. In the meantime, in our country, and according to the teachings of the religion of Islam and the teachings that provide a healthy and appropriate environment for

relationships in the workplace, can be the headline of moral activities.

The present study, like most researches in behavioral sciences, is associated with limitations that it is necessary to recognize in order to conduct further research and try to reduce and eliminate these limitations. Although attempts have been made to base the scientific and methodological principles of the research in each stage of the research in order to obtain citable results on the subject of the research, however, this research is no exception to the limitations of humanities research. Therefore, because the research findings were based on scale and the use of questionnaires, and questionnaires are prone to distortion due to unconscious findings, and this may jeopardize the research results. Also, the statistical population studied in the city of Tabriz should be careful in generalizing the results to other centers and cities. On the other hand, several variables such as organizational culture, human resource management practices, including training and performance appraisal by including indicators related to green behaviors can affect the green behavior of employees, which in this study cannot be studied and can be considered as a new idea in future by researchers.

CONCLUSION

The results of the study indicate that the perception of social responsibility can affect people's green behaviors. This effect also improves in the presence of the variables of affective commitment and moral climate of the organization. To improve employees' green behaviors, policymakers in the country's medical universities need to understand what employees' perceptions of social responsibility and the ethical climate of the organization are, and invest in improving employees' perceptions of ethical components and social responsibility.

ETHICAL CONSIDERATION

Ethical issues (such as plagiarism, conscious satisfaction, misleading, making and or forging data, publishing or sending to two places, redundancy and etc.) have been fully considered by the writers.

CONFLICT OF INTEREST

The authors declare that there is no conflict of interests.

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