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The Effect of Corporate Social Responsibility Activities on Organizational Trust and Job performance

Moon Jun Kim

Research Professor, KNU Corporate Management Institute, Kongju National University, Korea

E-mail: 12003ehdud@kongju.ac.kr

Abstract

We study confirmed the effect of corporate social responsibility activities on organizational trust and job performance of organizational members and mediating effects of organizational trust among 351 members of the organization in the metropolitan area and Chungcheong area. For this, the SPSS 24.0 and AMOS 24.0 statistical packages were used to produce the following results. First, as a result of analyzing the impact of CSR activities on organizational trust of organizational members, factors of economic responsibility, legal responsibility, ethical responsibility, and charitable responsibility showed significant effects on organizational trust. Second, as a result of analyzing the relationship between the effects of CSR activities on the job performance of members of the organization, it showed a direct effect on job performance, which is a factor of economic responsibility, legal responsibility, ethical responsibility, and charitable responsibility. Third, organizational trust of organization members was analyzed as a positive factor in job performance. Fourth, it showed the mediating effect of organizational trust on the effect of corporate social responsibility activities on job performance. As a result of this study, the organizational performance and job performance of organizational members showed a direct effect on CSR activities. Therefore, the CSR activity is important as it is a key factor to advance the organizational trust and job performance, which is the company's sustainable management system.

Keywords: Corporate social responsibility activities, Organizational trust, Job performance, Factor, Organization members

1. Introduction

The recent rapid change in the global management environment demands new values for the survival and growth of a company. In particular, as the size of the company grows, the influence on society becomes more and more, and the value standard for the corporate social responsibility and role is getting higher. The key factor for companies to upgrade their values for survival and growth is not how large they are, but how well they fulfill society's needs [1]. Companies are assessing how aggressively and sincerely they respond to social issues and how ethical management is faithfully practiced in order to enhance the sustain-ability management system. The company recognizes the importance of corporate socially responsibility(CSR) activities that are newly demanded for long-term and sustainable profit pursuit, and strategically implements them. CSR builds mutual trust with society, and through this, members of the organization can improve their trust in the organization [2]. Recently, companies are strategically emphasizing CSR activities as a core action plan to overcome uncertainties and rapid social environment changes and to achieve quality through qualitative profit generation. In particular, recent CSR activities are not simply defensive and passive past activities such as social avoidance. In other words, companies are strategically pursuing voluntary CSR activities such as active

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Corresponding Author : 12003ehdud@kongju.ac.kr

Tel:+82-2-910-5584, Fax: +82-2-910-4589

Author's affiliation

Research Professor, KNU Corporate Management Institute, Kongju National University, Korea

eco-friendly technology development for improving organizational performance and sustainable management [3]. In other words, through CSR activities, organizational confidence of organization members and consumers improve corporate brand value. In addition, CSR activities serve as a key factor in developing the potential to directly and indirectly influence more talent, improve image, increase sales, and improve organizational performance. Therefore, this study intends to empirically analyze the relationship between organizational trust and job performance as well as the impact of CSR activities recognized by organizational members on organizational trust and job performance. In addition, we intend to confirm the mediating role of organizational trust between CSR activities and job performance.

2. Theoretical background

2.1. Corporate Social Responsibility activities

The concept of corporate socially responsibility activities is responsible for the social impact of corporate decision-making and activities based on ethical behavior and transparency in IOS26000, released in November 2010 [4]. In other words, CSR activities are for companies to prioritize human-centered social values over economic value creation. Through this, the company reflects the universally reasonable goals and values that society is pursuing in the decision-making process for upgrading the sustainable management system [1]. CSR activities are expressed in terms of economic responsibilities required by society, legal responsibilities required by society, ethical responsibility expected by society, and charitable responsibility activities desired by society [5]. In other words, CSR activities are practical actions for maximizing long-term profits by resolving and improving various social problems required by companies for continuous management activities [6]. CSR activities are responsible activities that positively affect society while reviving the demands of stake-holders based on compliance with relevant laws and ethical standards in addition to economic profit-seeking activities for companies to continuously grow and develop [7]. In this regard, this study defines CRS activities as 'social responsibility for realizing the social values that companies are demanding from various stake-holders and society in order to advance the sustainable management system'. In addition, the sub-factors of CSR activities were modified and applied to the questionnaire applied by [5]. In other words, a total of 12 questions were measured on three factors, such as economic responsibility, legal responsibility, ethical responsibility, and philanthropic responsibility, on a 5-point Likert scale.

2.2. Organizational trust

The dictionary meaning of trust is anticipation of a person or thing, honesty, falsehood or hypocrisy, expectation of fulfillment of a promise, and expectation to successfully fulfill a role [7]. Trust is the act of exposing one's own risk to the other person without directly controlling or monitoring the other person in the expectation that the other person will perform the action that the other person thinks is very important [8]. The organization should prevent the distortion of information sharing so that members of the organization can faithfully perform their jobs in the changing business environment based on trust. Therefore, an organizational member with high organizational trust can effectively achieve job performance through active knowledge sharing and organizational commitment, and strengthen confidence in business performance from internal and external customers [9]. Organizational trust is an evaluation of the conviction that an organization will be of help to organizational members, and includes all human behaviors with a degree of recognition of consistent organizational behavior even in an uncertain management environment. Therefore, this study defines organizational trust as 'evaluation of the degree of firmness recognized by members of the organization regarding the management activities of the organization' and is to be confirmed by a single variable. In other words, the questionnaire for organizational trust was composed of 5 questions by referring to one item in the previous study of [10], and was measured on the Likert 5-point scale.

2.3. Job performance

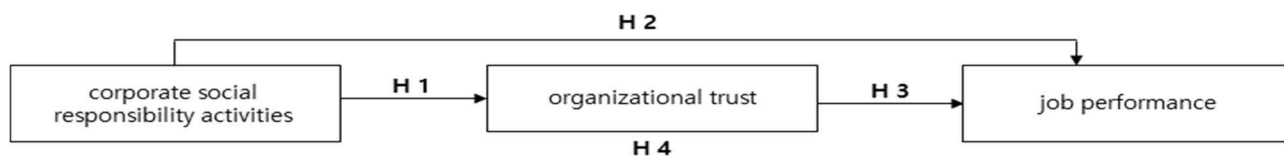
Rapid changes in the business environment require organization members to improve their capabilities and higher job performances to effectively and effectively achieve their management goals through changes in

organizational structure and job environment. Job performance refers to the degree of decision on how effectively the organization member has given the job assigned to them by the performance expressed through the job. In other words, job performance is an evaluation of efficiency, task achievement, boss evaluation, degree of goal achievement, and degree of desired goal achievement [11]. Job performance is the degree to which the organizational members can achieve their job goals through the performance of the desired status of the job performance they want to realize, or through the performance of the job [12]. Job performance is to identify and evaluate how well the organization's planned job performance goals have been achieved. Therefore, job performance is the result of the degree to which individuals and groups of members of the organization strive to achieve the job performance goals and processes, or the degree of achievement and achievement of work performance. Accordingly, in this study, job performance is defined as 'the job objectives and the degree of decision about organizational objectives that the members of the organization want to achieve through job performance' and is identified by a single variable. In other words, the measuring tool for job performance was measured on the Likert 5-point scale for 5 questions by referring to the items applied to the study of [13].

3. Research model and hypothesis setting

3.1. Research model

The purpose of this study was to verify the differential impact of corporate social responsibility activities, economic responsibility, legal responsibility, ethical responsibility, and charitable responsibility on organizational trust (H1) and job performance (H2). In addition, a research model was established to verify the effect of organizational trust on job performance (H3) and the mediating effect of organizational trust (H4) between corporate social responsibility activities and job satisfaction. In other words, the research model is as shown in Figure 1.



3.2. Hypothesis setting

3.2.1. Relationship between corporate social responsibility activities and organizational trust

CSR activities have important implications for organizational trust for members of the organization, and CSR activities are a key factor in corporate survival and development for sustainable management. CSR activities improve organizational reliability by affecting the pride, reliability and pride of organizational members [14]. In addition, the organizational members of companies that practice CSR activities faithfully showed higher confidence in the organization than those who did not [1]. Therefore, in this study, the following hypothesis was established by determining that CSR activities would affect organizational trust of the organization members.

Hypothesis 1. CSR activities will have a positive effect on organizational trust.

3.2.2. Relationship between corporate social responsibility activities and job performance

Through the results of previous studies related to the impact of CSR activities on job performance, CSR activities showed significant effects on job performance, product performance, financial performance, and employee performance [15]. In other words, the positive behaviors and attitudes of the organizational members based on CSR activities serve as important factors to improve the organizational member's job goal performance and overall organizational goals. CSR activities can have positive effects on organizational members, such as customers and consumers, to predict the effect on job performance. In addition, organizational members of companies that faithfully implement CSR activities showed high organizational performance [16]. Therefore, this study established the following hypothesis based on the previous study.

Hypothesis 2. CSR activities will have a positive effect on job performance.

3.2.3. Relationship between organizational trust and job performance

Organizational trust recognized by organizational members further enhances interactions such as smooth communication between organization members and departments and information sharing [17]. In other words, organizational trust is a trust process that is formed through interaction between individuals or departments to effectively achieve a common organizational goal. The positive trust of members of the organization acts as an important factor in improving organizational performance, individual performance of members, and department, group, and organizational performance [18]. Therefore, this study established the following hypothesis based on the previous study.

Hypothesis 3. Organizational trust will have a positive effect on job performance.

3.2.4. Mediating effects of organizational trust

Organizational trust comes from trust in the leader and the belief that the organization will bring benefits to members of the organization [8]. On the other hand, there is no direct research result on the mediating effect of organizational trust between CSR activities and job performance. However, the research results of miscarriage are as follows. In other words, the reputation of corporate ethics and the reliability and continuity of CSR activities mediate the performance of CSR activities, which has a positive effect on corporate attitude [19]. In the study of the mediating effect of trust in the effect of ethical leadership on organizational effectiveness, the mediating effect of trust was confirmed [20]. In addition, leader trust showed a mediating role in the relationship between manager's leadership type and job satisfaction [21]. Based on the results of previous studies of the mediating effect on trust, the following hypothesis was established.

Hypothesis 4. Organizational trust will have a mediating effect on CSR activities and job performance.

4. Empirical analysis

4.1. General characteristics of the sample

To conduct this study, a survey was conducted from March 14 to April 10, 2020 for members of the organization working in companies in the metropolitan area and Chungcheong area. A total of 450 copies of the questionnaire were distributed, and 351 of the 398 copies were used for analysis, excluding 47, which were statistically insufficient. In the case of gender, there were 241 men (68.7%) and 110 women (31.3%). The age range was 187 in their 40's (53.3%), 101 in their 30's (28.7%), 78 in their 50's (22.2%), and 15 in their 20's (4.2%). The ranks were 158 persons (44.7%) or below, and 152 persons (43.3%) or below, and 41 persons (12.0%) or above. In addition, education was distributed to 196 persons college graduates (55.8%), 96 persons elementary college graduates (27.3%), 43 persons high school graduates (12.2%), and 16 persons graduate students (4.7%).

4.2. Feasibility and reliability analysis of measurement tools

In this study, In this study, confirmatory factor analysis model suitability analysis and confirmatory factor analysis (CFA) were performed as shown in Table 1 using the maximum likelihood method through the statistical package program of AMOS 24.0 to test the reliability of measurement items. As a result of analysis, the main results of model fit of confirmatory factor analysis are shown in Table 1. That is, $\chi^2=886.741$, $df=387$, $p<.001$, $\chi^2/df=2.332$, $RMR=.031$, $GFI=.924$, $AGFI=.912$, $TLI=.909$, $CFI=.915$, $RMSEA=.063$ As shown. The model goodness-of-fit showed appropriate values.

Table 1. Analysis of fitness for the research model

Goodness of fit index	χ^2	df	p	χ^2/df	RMR	GFI	AGFI	TLI	CFI	RMSEA
Estimated value	886.741	387	.000	2.332	.031	.924	.912	.909	.915	.063

In addition, in order to analyze the concentration validity of the latent variables of this study model, the results of the confirmatory factor analysis through the Concept Reliability (CR) and Average Variance Extracted (AVE) are shown in Table 2.

Table 2. Confirmatory factor analysis result

Path		CR	AVE	Cronbach' α
corporate social responsibility activities	economic responsibility activity(4 questions)	.871	.691	.877
	legal responsibility activity(4 questions)	.901	.604	.831
	ethical responsibility activity(4 questions)	.921	.699	.814
	charitable responsibility activity(4 questions)	.879	.689	.817
	organizational trust(5 questions)	.919	.695	.857
job performance(5 questions)		.908	.709	.831

First, in the concept reliability (CR) value of the potential variable, CSR activity, economic responsibility activity was .871, legal responsibility activity was .901, ethical responsibility activity was .921, and charitable responsibility activity was .879. Also, the organizational trust variable was .919 and job performance was .908. Therefore, a high level of reliability was analyzed with a CR value of 0.7 or higher for all variables in this study. Second, as a result of analyzing the value of Average Variance Extracted (AVE), economic responsibility activities were .691, legal responsibility activities were .604, ethical responsibility activities were .699, and philanthropic responsibility activities were .689. In addition, the organizational trust of the organizational members was .695, and the job performance was .709. The AVE value for all variables was 0.5 or higher, which ensured centralized validity. Third, as a result of analyzing the discriminant validity, it can be confirmed that the discriminant validity was secured because the AVE value, which is the average variance extraction index, was larger than the square value of the correlation coefficient between each variable. Fourth, the Cronbach' α value of the variable for this study was .877 for economic responsibility activities, .831 for legal responsibility activities, .814 for ethical responsibility activities, .817 for charitable responsibility activities, .857 for organizational trust, and job performance, .831, all of which had a high reliability of .8 or higher.

4.3. Hypothesis Verification

4.3.1. Relationship between corporate social responsibility activities and organizational trust

Table 3 shows the hypothesis that hypothesis 1, CSR activity will have a positive effect on organizational trust of organizational members. That is, CSR activity was found to have a significant positive (+) effect on organizational trust of organization members ($\beta=.231$, $t=2.071$, $p<.05$). On the other hand, hypothetical 1-1 economic responsibility activity ($\beta=.321$, $t=3.267$, $p<.01$), hypothesis 1-2 legal responsibility activity ($\beta=.339$, $t=3.909$, $p<.001$), Ethical responsibility activities of hypotheses 1-3 ($\beta=.339$, $t=3.918$, $p<.001$), and philanthropic responsibility activities of hypothesis 1-4 ($\beta=.297$, $t=3.011$, $p<.001$). In other words, all of the constituent factors of CSR activities were found to have a significant positive effect on organizational trust. These results indicate that CSR activities such as economic responsibility, legal responsibility, ethical responsibility, and charitable responsibility act as positive factors for organizational trust of members. Therefore, in order to improve the trust of organizational members in the workplace, there is a need to further enhance the sustain-ability management system through the continuity and authenticity of CSR activities that organizations are practicing. That is, as the CSR activities were carried out, the previous study [1,14] supported the results of this study.

4.3.2. Relationship between corporate social responsibility activities and job performance

The results for Hypothesis 2, CSR activities will have a positive (+) effect on the job performance of organizational members are shown in Table 3. That is, CSR activity was found to have a positive (+) effect ($\beta=.221, t=2.039, p<.05$) on organizational trust of organization members. Meanwhile, economic responsibility activities ($\beta=.301, t=3.135, p<.01$), legal responsibility activities ($\beta=.311, t=3.515, p<.001$), ethical responsibility activities ($\beta=.307, t =3.317, p<.001$), and philanthropic responsibility activities ($\beta=.304, t=3.238, p<.001$). All factors of CSR activity have a significant positive (+) effect on job satisfaction of organization members. Has been shown to affect. Therefore, CSR activities such as economic responsibility activities (hypothesis 2-1), legal responsibility activities (hypothesis 2-2), ethical responsibility activities (hypothesis 2-3), and charitable responsibility activities (hypothesis 2-4) are positive factors in job performance. In order to improve job satisfaction of organizational members in the workplace, a strategic action plan for CSR activities was required. In other words, the results of previous studies [15, 16], in which CSR activities have an effect on job performance, supported the results of this study.

4.3.3. Relationship between organizational trust and job performance

As shown in Table 3, the analysis results of organizational trust of hypothesis 3 will have a positive effect on job satisfaction. In other words, Hypothesis 3 was adopted as the organizational trust of the organization members had a positive effect on their job performance ($\beta=.857 t=9.013 p<.001$). Therefore, in order to improve and strengthen the performance of the organization members through their job performances, it showed the importance of the organization members' trust in the organization. In other words, the higher the organizational trust of the organizational members, the result of this study, the better the job performance and the results of the previous studies [7, 18].

Table 3. Hypothesis (H-1, H-2, H-3) verification result

division		B	β	S.E	t	p	
Hypothesis 1	H 1-1	Economic Responsibility Activities → Organizational Trust	.257	.321	.123	3.267*	.033
	H 1-2	Legal Responsibility Activities → Organizational Trust	.319	.329	.098	3.909**	.002
	H 1-3	Ethical Responsibility Activities → Organizational Trust	.247	.339	.066	3.918***	.000
	H 1-4	Philanthropic Responsibility Activities → Organizational Trust	.243	.297	.057	3.011***	.000
Hypothesis 2	H 2-1	Economic Responsibility Activities → Job Performance	.227	.301	.067	3.135*	.043
	H 2-2	Legal Responsibility Activities → Job Performance	.254	.311	.089	3.515***	.000
	H 2-3	Ethical Responsibility Activities → Job Performance	.231	.307	.079	3.317***	.000
	H 2-4	Philanthropic Responsibility Activities → Job Performance	.229	.304	.071	3.238***	.000

Hypothesis 3	Organizational Trust → Job Performance	1.151	.857	.123	9.013***	.000
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*P<.05, **P<.01, ***P<.001

4.3.4. Mediating effects of organizational trust

Table 4 shows the results of the analysis through the Sobel test to identify the mediating role of organizational trust in the effect of organizational members' perceived CSR activities on their performance. First, as shown in the table in the case of mediating effects of organizational trust on the factors affecting CSR activity, economic responsibility activity and job performance, economic responsibility activity → organizational confidence → job performance path ($\beta=.213$) is $Z=2.527$ ($p<.05$) showed a significant mediating effect. Second, in the case of the mediating effect of organizational trust on the effect of CSR activity factor, legal responsibility activity factor on job performance, as shown in the table, legal responsibility activity → organizational trust → job performance path ($\beta=.279$) is $Z=3.027$ ($p<.01$) showed a significant mediating effect. Third, as shown in the table in the case of the mediating effect of organizational trust on the effect of the ethical responsibility activity factor, which is the CSR activity factor, on the job performance, ethical responsibility activity → organizational trust → job performance path ($\beta=.269$) is $Z= 3.621$ ($p<.001$) showed a significant mediating effect. Fourth, in the case of the mediating effect of organizational trust on the effect of the charitable responsibility activity factor, which is the CSR activity factor, on the job performance, as shown in the table, the charitable responsibility activity → organizational trust → job performance path ($\beta=.258$) is $Z =3.586$ ($p<.001$) showed a significant mediating effect. That is, as a result of verifying the mediating effect of organizational trust, the mediating effect of organizational trust confirmed that CSR activities acted as a higher positive factor for job performance of organizational members. Therefore, Hypothesis 4 was adopted. On the other hand, CSR activity not only acts as a positive factor in improving job performance of members of the organization, but also indicates the importance of improving job performance through organizational trust. Therefore, in order to make corporate sustain-ability management more public, the importance of corporate social responsibility and organizational trust was confirmed. In other words, the mediation effect of organizational trust, the result of this study, was supported by previous studies [20, 21].

Table 4. Mediating effects of organizational trust(H4)

division		β	t	p	
Hypothesis 4	H 4-1	Economic Responsibility Activities → Organizational Trust → Job Performance	.213	2.527	.022
	H 4-2	Legal Responsibility Activities → Organizational Trust → Job Performance	.279	3.027	.003
	H 4-3	Ethical Responsibility Activities → Organizational Trust → Job Performance	.269	3.621	.000
	H 4-4	Philanthropic Responsibility Activities → Organizational Trust → Job Performance	.258	3.586	.000

*P<.05, **P<.01, ***P<.001

4. Conclusion

In this study, we investigated how corporate social responsibility activities and organizational trust of members affect the job performance of organizational members. In addition, the role of organizational trust of members was identified between corporate social responsibility activities and job performance. This study showed the following main results using SPSS 24.0 and AMOS 24.0 statistical packages for 351 members of the organization in the metropolitan area and Chungcheong area. First, as a result of analyzing the impact of CSR activities on organizational trust of organizational members, the factors of economic responsibility, legal responsibility, ethical responsibility, and charitable responsibility activities all have a significant positive (+) effect on organizational trust of organizational members. Second, as a result of analyzing the relationship between the effects of CSR activities on the job performance of organizational members, factors of economic responsibility, legal responsibility, ethical responsibility, and charitable responsibility showed a direct effect on the performance of organizational members. Third, organizational trust of organization members was analyzed as a positive factor in job performance. Fourth, it showed the mediating effect of organizational trust on the impact of CSR activities on job performance. As a result of this study, additional theoretical implications for the importance of CSR activities were presented in the aspect that the positive influence of the organizational CSR activities on organizational trust and job performance and the mediating effect of organizational trust were verified. In addition, practical implications are that the importance of systematic CSR activity strategies and factors for strengthening organizational trust have emerged to improve the job performance of members of the organization, which are the execution subjects of the organization's sustainability management system. This study can be evaluated as very valuable to apply these empirical studies at the time when the importance of CSR activities and organizational trust factors within the organization is emphasized. In other words, it will be able to provide implications for strategic human resource management and strategic human resource development in improving job performance, which is the result of organizational members' dedication to the organization. However, there is a limit to generalization of this study as a result of research targeting specific companies and regions. Therefore, in the follow-up study, a study on the relationship between CSR activities and variables such as organizational culture, leadership, organizational performance, and strategy type will be needed by expanding the scope to various regions and occupations.

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