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## Article

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## The effect of corporate social responsibility recognition on organisational commitment in global freight forwarders<sup>☆</sup>

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### ABSTRACT

One of the serious inquiries for industry experts and academics is whether and how corporate social responsibility (CSR) can help create better workplace environments. However, this has not been studied enough so far from employees' perspective. To fill this gap, this study aims to examine the relationship between employees' perception on corporate social responsibility (CSR), their job satisfaction, organisational trust and ultimately, organisational commitment to suggest academic and practical implications on sustainable management for international freight forwarders in Korea. For this study, 166 global logistics companies in Busan, one of the world's leading maritime cities, were targeted, and questionnaires were surveyed from 10 April to 30 May 2019. A total of 265 questionnaires were analysed to verify the relevance of individual hypothesis in the research model through confirmatory factor analysis and structural equation model analysis using AMOS 18.0. The results of five hypotheses testing demonstrated a positive and significant effect except that Hypothesis 4 on 'job satisfaction will have a significant effect on organisational commitment' was rejected. Overall, this paper provides important insights into the significance of CSR in global freight forwarding companies with theoretical development and the empirical test of CSR model, highlighting the trust to increase the organisational commitment of employees.

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### 1. Introduction

The golden age of rapid corporate growth from globalisation and cost reduction is coming to an end (The Economist, 2015), and conflicts arising from economic polarisation and income inequality have become severe social problems. Bill Gates emphasised that corporate social responsibility (hereafter, CSR) is a way to address these inequalities (Kinsley, 2008). At the same time, the Fourth Industrial Revolution has precipitated fundamental changes in the nature of production, inducing a paradigm shift for society as a whole. Companies need to stay abreast of these changes and put new practices in place, accordingly (Kim, Kim, Lee, & Son, 2017). In this rapidly changing environment, innovation is essential for companies to realise sustainable management. The widespread emphasis on CSR across industries is a reflection of the new demands of the current era.

CSR activities play an essential role in the freight forwarding industry. The freight forwarding industry is sensitive to changes within and outside of the industry, such as shifts in the political environment. Recently, the market structure in the industry has been diversifying rapidly worldwide; thus, management innovation is more important now than ever before. Improving overall management performance, which encompasses both financial and non-financial results, also affects CSR activities (Kim & Oh, 2017; Lee & Hong, 2017). These are companies' concrete practices that contribute to sustainable management through the pursuit of social value. Instead of acting as business constraints, these activities can be sources of opportunity, innovation, and competitive advantage (Porter & Kramer, 2006).

CSR activities can also serve as vital independent variables in research. The consistency and plausibility of robust associations between CSR and a multitude of organisational outcomes have been well discussed with diverse participants in various contexts (Farooq, Payaud, Merunka, & Florence, 2014). In particular, organisational trust and job satisfaction have drawn attention in organisational performance research. Organisational trust has emerged as a critical component in an organisation's ability to realise performance goals, promote employee development and job satisfaction, and garner employee support for activities and

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initiatives (Cook & Wall, 1980; Tan & Tan, 2000). While organisational trust is the positive cognitive, psychological, and emotional experience of an organisation, job satisfaction is more of a personal evaluation—an attitude toward one's job or toward the job experience (Locke, 1976; Schoorman, Mayer, & Davis, 2007; Won, 2015).

Members of an organisation tend to identify with their positive values. Therefore, when an organisation engages in CSR activities, members may identify more strongly with the organisation and display positive attitudes and behaviours (Yoon, Lee, & Lee, 2014). Organisational commitment is a psychological state that connects individuals with organisations and subsequently affects attitudes and behaviours. In the presence of organisational commitment, an organisation's goals and values are internalised by its members, who then make voluntary efforts in the interest of the organisation (Han & Kim, 2005). In other words, organisational commitment represents the quality of the relationship between individuals and organisations. It manifests as members' faith in and attachment to organisational goals and values, willingness to work hard on behalf of the organisation, and willingness to remain in the organisation (Kim, 2004). In addition, employee job satisfaction will ultimately affect overall performance in a freight-forwarding business; thus, this is an area that warrants managers' attention. In other words, identifying and implementing approaches for improving job satisfaction will improve the overall performance of the freight forwarder company. It will also strengthen organisational trust (Kim, 2007), which is regarded as the most important factor in stable organisational operation.

Against this background, this study examines the relationship between CSR activities, job satisfaction, organisational trust, and organisational commitment. This study's significance is in identifying specific variables that precede and result from CSR activities that were not yet tested comprehensively among international freight forwarders from employees' perspective, who are internal stakeholders. Notably, this study is different from the existing studies as it added the factor of labour responsibility in CSR activities. Based on the analysis, this study is expected to suggest useful implications to help international freight forwarders to engage in the sustainable management of organisations. The remainder of the paper encompasses six sections: Section 2 provides the theoretical background for the study and Section 3 explains details on international freight forwarders. Section 4 formulates research model and hypotheses based on the previous studies. In Section 5, research methodology is presented while Section 6 demonstrates the results of the analysis. The last section concludes the study.

## 2. Theoretical background

### 2.1. Concepts of CSR

CSR means a type of corporation's self-regulation describing its role to be socially accountable for their stakeholders. Moreover, it is a voluntary action by a company that considers not only the interests of financial stakeholders but those of non-financial stakeholders as well (Jung, 2015). In Bowen's (1953) description of corporate social responsibility, it is defined as the duty of business owners and managers to pursue policies in line with the company's purpose and values and to act in accordance with those policies. CSR have the possibility to generate diverse kinds of values as pointed out by various studies (e.g., Friedman, 1970).

In Korea, CSR is understood as the following. First, it entails profit-seeking activities so that companies can continue to exist. Second, it involves compliance with laws and ethics. Third, it hinges on responsible activities that have a positive impact on society and

that appropriately respond to the needs of stakeholders. The Ministry of Small and Medium Venture Business described the CSR of SMEs in terms of six characteristics (SME-CSR in Korea, 2019).

CSR represents a company's active attitude toward society, and CSR activities—above all—are a company's efforts to participate in and promote both social responsibility and democracy (Park et al., 2017). In addition, CSR activities are distinguished from other more traditional profit-seeking activities in that they address quality of life issues, social ills (e.g., labour problems), and environmental challenges such as resource depletion and pollution. CSR comprises all the efforts of companies for these purposes (Yoo, 2015).

Recently, the international CSR trend has been expanding to labour practices. In addition, developed countries are integrating CSR guidelines into legal systems, investment decisions, and certification protocols, which are linked to Environment, Society, and Government (ESG). ESG can act as an international trade barrier created by advanced companies, with the potential for a significant impact on core management strategies such as corporate evaluation, trade, and investment. In other words, if a business activity is not ethical, it may be restricted in international commerce. This CSR trend has had an effect on multinational supply chain management (Bae, 2018; Jeong, 2019; J.-W. Lee, 2007; S.-W. Lee, 2007; Y.-S. Lee, 2007).

Korea has considerable export power, with a complex economic structure that is highly dependent on trade with foreign countries. Thus, securing the stable transportation of import and export cargo is an important goal within the shipping industry. In Korea, the shipping industry plays a key role not only in economics, but also in defence, politics, and diplomacy. The industry is regarded as indispensable for developing the national economy and maintaining economic security (Jung, 2015; Song & Panayides, 2018).

### 2.2. Organisational trust, job satisfaction, and organisational commitment

Organisational trust exists when members believe an organisation will help them when they face a crisis (Matthai, 1989). There are several benefits that organizational trust produces, such as improvement of employees' job performance and engagement, stronger resilience against conflicts and risks, which will facilitate revenue growth. Organisational trust can replace control functions within an organisation. In other words, with higher levels of organisational trust, fewer formal and informal control mechanisms are needed (Kramer, 1999). Organisational trust in a company can be divided into horizontal and vertical trust. In Korea, vertical trust is more heavily emphasised on than horizontal trust. This is the result of Korea's hierarchical and collective culture, in which the manager or top leader assumes the full burden of responsibility for the functioning of the organisation (Lee, 2007; Kim et al., 2011).

Job satisfaction refers to workers' perceptions of and feelings about their work (Lee, 2009). It is an individual's perception of the extent to which his or her individual job needs and expectations are being met (Lee and Kim, 2006) and is a subjective, emotional experience that cannot easily be observed by others (Kim et al., 2011). Job satisfaction is related not only to the unique characteristics of the job, but also to aspects of institutional compensation, such as wages, opportunities for promotion, and future career development. Therefore, managers have become increasingly attuned to it, as a crucial factor in assessing employees' attitude. Job satisfaction also has the potential to influence the mental and physical health of employees. Overall, it is an imperative component of the quality of one's work life and thus, is part of the social responsibility of the organisation.

According to Mowday et al. (1979), organisational commitment is the loyalty of individuals to an organisation. It is the

willingness of members to remain in an organisation, and individuals with high levels of organisational commitment strongly believe in the organisation to the extent that individual identity can become intertwined with the goals and values of the organisation (Lee, 2015). Individuals with high organisational commitment are also willing to expend significant effort on behalf of the organisation. Consequently, organisational commitment is used as a preliminary indicator to predict behaviour, beliefs, and opinions within an organisation. Organisational commitment differs from job satisfaction in several ways. First, organisational commitment is comprehensive and tends to be permanent. It pertains to the whole organisation, whereas job satisfaction may be a response to any aspect of a job. Besides, job satisfaction easily changes with job requirements, while organisational commitment tends to be more stable. Employees with high organisational commitment have clear beliefs in the goals and values of the organisation, and they will make considerable efforts for the organisation (Kim et al., 2011). This is not necessarily true of employees with high levels of job satisfaction. Previous studies have explored the relationships among job satisfaction, organisational commitment, and CSR. They have analysed how CSR affects organisational trust and job satisfaction in specific industries and also how organisational trust and job satisfaction are related to organisational commitment (e.g., Stevens et al., 1978; Namasivayam and Zhao, 2007; Ko and Cho, 2019a, 2019b; Moon, 2018; Lee and Xu, 2014; Park and Park, 2018; Kim, 2018; Kwon et al., 2009). There has been considerable research on these relationships, particularly as they relate to service workers. Across these studies, organisational trust, job satisfaction, and organisational commitment have been found to be highly correlated. Moreover, CSR is expected to have a positive effect on organisational trust and job satisfaction, which have been found to increase organisational commitment. In addition, it has been found that if the organisational commitment is high, employees will trust the organisation and contribute to the improvement of job satisfaction (Kim et al., 2013; Kim, 2018).

### 3. International freight forwarders

#### 3.1. Concept of international freight forwarders

Recently, freight forwarders in charge of international logistics have been operating in a wider area than before. This is to provide customers (i.e., shippers) with a multimodal transport service linking sea and land for transport containerisation and unitisation. Thus, the role of international freight forwarders has been changing. A freight forwarder can be referred to as a forwarding agent, a shipping and forwarding agent, an international forwarding agent, a foreign freight forwarder, a shipping agent, or an air freight forwarder. They are also called international freight forwarders or non-vessel operating common carriers (NVOCC) (Bang, 2013). The functions of international freight forwarders are as follows: (1) free on board and acceptance of cargo with the main line; (2) overseeing transport contracts and booking transportation methods; (3) calculation of freight rates; (4) professional advising; (5) preparation of shipping documents (bills for landing and air transport, customs clearance documents, origin certificates, insurance policies, shipping orders, nego documents, etc.); (6) customs clearance; (7) payment of freight and other expenses; (8) packaging and storage; (9) arrangement of insurance contracts; (10) collection, consolidation, and delivery of cargo; (11) market surveys; and (12) other related roles (e.g., project cargo handling, exhibition cargo services, house forwarding services) (Bang, 2013; Jung, 2013; Kang, 2008; Kim, 2011; Lee, 2006; Lim, 2017).

#### 3.2. Status and issues of international freight forwarders in Korea

In Korea, the number of international freight forwarders increased exponentially as full-scale international logistics services were initiated in the 1960s and 1970s and also as the permit system (which had been managed by the government) was abolished in 1987 and changed to a registration system. Previously, market entry had been high due to the government's efficient management system, but the implementation of the registration system lowered market entry, giving rise to new operators. This led to price competition, increasing inefficiency and resulting in a decline in profits and service levels (Jin, 2002). As the domestic forwarder market fully opened in 1996, foreign forwarders entered Korea, expanding their share of the domestic market with abundant capital, global networks, and efficient management systems. Then in 2012, with the revision and enforcement of the Logistics Policy Framework Act, the international freight forwarder maintained the existing registration system and the reported system was newly established. A reporting system is not mandatory; thus, it is not known when companies make important changes. Furthermore, the government does not have a system for meting out strong punishments, nor is there a reporting system for unregistered companies, which are not subject to government regulations (Korea Shipping Gazette, 2019).

International freight forwarders play a key role in Korean trade. Currently, most of the international freight forwarders are SMEs that must contend with weak capital, highly skilled worker shortages, and excessive competition in the marketplace. As such, freight forwarders have significantly reduced prices to attract customers from logistics companies, resulting in deteriorating levels of service quality. In addition, Korea's import structure is uncertain, since international freight forwarders (rather than shippers) must pay for shipping costs and accompanied expenses. Small businesses with weak capital struggle to compete with global forwarder companies and establish overseas networks. In addition, volume decreases from the overseas relocation of domestic manufacturers have exacerbated competition (J.-W. Lee, 2007; S.-W. Lee, 2007; Y.-S. Lee, 2007; Yoon, 2007; Kang, 2008; Moon, 2007; Lee, 2006; Jin, 2002). Approximately 4,380 forwarding companies currently operate in South Korea, with many companies being created and others disappearing in the course of a single day.

### 4. Research model and hypotheses

#### 4.1. Research model

This study employed Carroll's CSR pyramid model (Carroll, 1979, 1991), which has been used in many previous studies, to analyse the relationship between organisational commitment, organisational trust, and job satisfaction according to the recognition of CSR activities by employees in an international freight forwarding company.

Markedly, this study added 'labour responsibility' as a variable in the area of 'labour' as a means of lowering CSR risk and increasing internal efficiency and competitiveness in accordance with international trends. The research model is shown in Fig. 1. According to the research model, CSR was set as an independent variable and organisational commitment as a dependent variable. The mediating variable was set as organisational trust and job satisfaction.

#### 4.2. Hypotheses

Based on the theoretical background and on previous studies, this study suggested a research model to analyse the effect of perceptions of CSR activities (i.e., economic responsibility, legal responsibility, ethical responsibility, philanthropic responsibility,

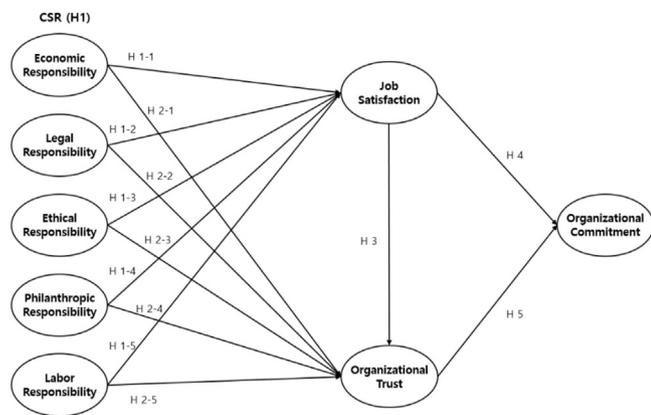


Fig. 1. Conceptual framework of the research.

and labour responsibility) of employees engaged in an international freight forwarding business on organisational trust, organisational commitment, and job satisfaction. Two hypotheses including five sub-hypotheses each were set up as follows based on the relevant empirical studies including Kim and Jeon (2017); Hwang (2012); Lee (2011); Lee & Xu, 2014a; Lee & Xu, 2014b; Lee (2018); Ji (2017); Ko and Cho (2019a); Ko and Cho (2019b).

**Hypothesis 1** (CSR activities will affect job satisfaction). H1-1: Economic responsibility will have a positive effect on job satisfaction.

H1-2: Legal responsibility will have a positive effect on job satisfaction.

H1-3: Ethical responsibility will have a positive effect on job satisfaction.

H1-4: Philanthropic responsibility will have a positive effect on job satisfaction.

H1-5: Labour responsibility will have a positive effect on job satisfaction.

**Hypothesis 2** (CSR activities will affect organisational trust). H2-1: Economic responsibility will have a positive effect on organisational trust.

H2-2: Legal responsibility will have a positive effect on organisational trust.

H2-3: Ethical responsibility will have a positive effect on organisational trust.

H2-4: Philanthropic responsibility will have a positive effect on organisational trust.

H2-5: Labour responsibility will have a positive effect on organisational trust.

In the existing literature, researchers have found that when employees are satisfied with their organisation, their ability to perform their jobs improves and also there is also a positive impact on employees' trust. When employees trust an organisation and are satisfied with their jobs, their organisational commitment naturally increases. In other words, organisational trust, job satisfaction, and organisational commitment are all highly correlated. The following three hypotheses were established based on previous studies and theoretical background (Stevens et al., 1978, 2019b; J.- Kim, 2018, 2018b; Ko & Cho, 2019a; Kwon et al., 2009; J. Lee & Xu, 2014; Lee & Xu, 2014b; Moon, 2018; Namasivayam & Zhao, 2007; Park & Park, 2018).

**Hypothesis 3.** Job satisfaction will have a positive effect on organisational trust.

**Hypothesis 4.** Job satisfaction will have a positive effect on organisational commitment.

Table 1 Demographics of the respondents.

	Frequency	Rate (%)	
Gender	Male	113	42.6
	Female	152	57.4
Age	29 or younger	85	32.1
	30–39	125	47.2
	40–49	50	18.9
	50 or older	5	1.9
	General employee	100	37.7
Position	Assistant manager	138	52.1
	Manager/team leader	20	7.5
	General director	7	2.6
	1 yr. or less	34	12.8
Career	Equal to or greater than 1 – Less than 3 yrs.	71	26.8
	Equal to or greater than 3 – Less than 5 yrs	45	17
	Equal to or greater than 5 – Less than 10 yrs.	85	32.1
	10 yrs. or more	30	11.3
Total		265	100

**Hypothesis 5.** Organisational trust will have a positive effect on organisational commitment.

## 5. Research methodology

### 5.1. Research sample

The targets of this study were employees of an international freight forwarding company in Busan. Data was collected from 10 April to 30 May, 2019. The researcher visited the company over the course of about two months and distributed questionnaires to 285 individuals. A total of 265 surveys were used in the analysis; the 20 surveys that were judged invalid or incomplete were excluded.

The demographic characteristics of the survey respondents are showed in Table 1. Females were more common than males, with 152 females (57.4%) compared to 113 males (42.6%); 30–39 years (47.2%) was the most frequent age range; 138 (52.1%) respondents were in 'assistant manager's positions; and 85 (32.1%) respondents had been in their careers for 5–10 years.

### 5.2. Research methods

The selection of the international freight forwarder's CSR activities was based on Carroll's four responsibilities, which have been widely used in previous studies. These are economic, legal, ethical, and philanthropic responsibilities (Hong, 2019; Kim, 2015; Kwon et al., 2009; J. Lee & Xu, 2014; Lee & Xu, 2014b). A 'labour responsibility' factor was referred in reference to the CSR labour index of the People's Solidarity for Participatory Democracy (PSPD-CSRL) reflecting the industrial characteristics of Korea (PSPD, 2008). The questionnaire consisted of 53 items: 4 items assessed demographic characteristics, and 49 other items were based on a 5-point Likert scale. Higher scores denoted a higher awareness of CSR and a higher level of organisational commitment (Table 2).

The collected data was analysed using the SPSS/AMOS18.0 statistical programme in the following manner. First, confirmatory factor analysis and measurement model analysis were performed to verify that the eight concepts of the research model were suitable for a single factor model. Correlation analysis was conducted to evaluate the relationship between observation variables and the validity of the measurement model. Second, structural equation model analysis was conducted to verify the research model. The suitability of the model was evaluated through  $\chi^2$ ,  $Q(\chi^2/df)$ , CFI, TLI, GFI, and RMSEA index, and the statistical significance was set at  $\alpha = .05$ .

**Table 2**  
Variable measurement indicator and related studies.

Variables	Item	Sources
Economic Responsibility	q1. Our company continues to improve customer service q2. Our company has a system to deal with customer complaints q3. Our company contributes to the development of the national economy by generating profits q4. Our company is making efforts to create jobs q5. Our company strives to improve productivity and competitiveness	
Legal Responsibility	q1. The services provided by our company comply with legal standards q2. Our company is making efforts to implement a welfare system set by law q3. The managers of our company are trying to manage the company in compliance with relevant laws q4. Our company fulfils its contractual obligations with other companies q5. Our company strives to protect our customers	Kim (2015); J. Lee and Xu (2014), 2014b; Hong (2019); Shin and Thai (2014); Carroll (1979)
Ethical Responsibility	q1. Our company has a general code of ethics and guidelines q2. Our company does not engage in exaggerated or false advertising q3. Our company has transparent management q4. Our company deals fairly with business partners q5. Our company values ethical standards more than economic performance	
Philanthropic Responsibility	q1. Our company encourages collaboration with the community q2. Our company supports sports and cultural activities in the community q3. Our company encourages community-supported volunteer work q4. Our company is giving back to society q5. Our company strives to improve welfare and develop the community	
Labour Responsibility	q1. Our company meets the statutory minimum wage q2. Our company keeps legal working hours q3. Our company fulfils the specifications of contracts q4. Our company does not discriminate in the promotion, education, or compensation of workers by gender, religion, etc. q5. Our company guarantees workers free decision-making rights q6. Our company is affiliated with labour unions q7. Our company provides manuals and training on rules of conduct for employees	PSPD (2008)
Organisational Trust	q1. Our company tries to meet my expectations q2. Our company tries to practice effective management q3. Our company tries to understand its employees q4. Our company is generally responsible q5. I trust our company	J. Lee and Xu (2014), 2014b Ko and Cho (2019a) Cook and Wall (1980)
Job Satisfaction	q1. I am quite satisfied with what I am doing at our company q2. I feel much happier than anyone else in my organisation's work q3. I am always passionate about what I am doing at our company q4. I find true pleasure in what I am doing at the company q5. I am satisfied with my current wage q6. I am satisfied with the current promotion system in our company q7. I think the company rules (wages · promotions) are reasonable q8. Our boss listens to employees' opinions q9. My boss thinks I have a high level of credibility q10. I trust my colleagues q11. My boss and colleagues encourage me to do my job q12. Communication among my colleagues is smooth	Moon (2018); Hong (2019); Ko and Cho (2019a) Cook and Wall (1980)
Organisational Commitment	q1. I am proud to be a member of the organisation q2. I have a considerable interest in the future of the organisation q3. I am trying to improve my organisation q4. I regard a problem that has arisen in the organisation as my problem q5. Leaving my organisation now would be a great loss to me	Lee & Xu (2014a), Lee & Xu (2014b); Moon (2018); Lee (2012); Cook and Wall (1980)

## 6. Results

### 6.1. Confirmatory factor analysis

Before evaluating the proposed model, the unidimensionality of each latent variable was tested by confirmatory factor analysis, suitable for the verification of single dimensionality. The results of the analysis set all latent variables as covariances. This tested whether the indicators of variables used in the study (before testing the hypotheses for the proposed model) were acceptable for a single factor model (Song, 2009). In the process of confirmatory factor analysis, some observation variables were excluded to improve the model's suitability. Since observation variables with a low squared multiple correlation (SMC) value hinder the suitability

of the model, they were excluded. The SMC values are shown in Table 3. There were two excluded variables each for economic responsibility, legal responsibility, ethical responsibility, and philanthropy; four for labour responsibility; seven for job satisfaction; and one for organisational commitment. In the confirmatory factor analysis with 29 variables (excluding 20 of the 49 variables) all path coefficients were found to be significant. The standard factor loading value was 0.74 or higher, which confirmed the reliability of the items.

### 6.2. The model fit of the confirmatory factor analysis

If the Q value is less than 3, it is considered a suitable model. For this study, it was 2.447. The GFI value falls between 0 and 1,

**Table 3**  
SMC of excluded questions.

Variables	Item	SMC
Economic Responsibility	q 1	0.552
	q 2	0.561
Legal Responsibility	q 1	0.575
	q 5	0.543
Ethical Responsibility	q 2	0.488
	q 5	0.396
Philanthropic Responsibility	q 1	0.494
	q 2	0.592
Labour Responsibility	q 4	0.422
	q 5	0.498
	q 6	0.018
	q 7	0.461
	q 2	0.556
	q 3	0.587
	q 5	0.453
Job Satisfaction	q 9	0.427
	q 10	0.463
	q 11	0.482
	q 12	0.419
Organisational Trust	-	-
Organisational Commitment	q 5	0.514

and if it is 0.9 or higher, the model's goodness of fit is considered satisfactory. The indexes of CFI, GFI, IFI, TLI were as follows: CFI = 0.920, GFI = 0.815, IFI = 0.920, TLI = 0.907. These values indicated a good fit. The SRMR and RMSEA are considered excellent when they are under 0.05, but in this case, they were 0.052 and 0.074, respectively. These are reasonable, since they are less than 0.08. Overall, the results confirmed the suitability of the model. The coefficient value of the observation variable was above the reference value of 0.5 for all variables, and the C.R. value for the estimate exceeded two. Therefore, all latent variables were able to account for the variance of the corresponding observation variables. If the Cronbach's  $\alpha$  coefficient is 0.6 or higher, the reliability of the measurement items is satisfied. As a result of the reliability test of the variables, the  $\alpha$  value is higher than 0.8, and the reliability of each variable is verified (Table 4).

The validity evaluation of the research measurement model considered both concentration validity and discriminant validity. Concentration validity can be evaluated based on concept reliability (CCR), mean dispersion extraction (AVE), and the standardisation coefficient (Anderson & Gerbing, 1988; Hair, Anderson, Tatham, & Black, 1998), while discriminant validity can be evaluated using correlation analysis and AVE (Fornell & Larcker, 1981). The standardisation coefficient values of all items exceeded the standard value of 0.5, and the CCR and AVE values of all latent variables exceeded the standard values of 0.7 and 0.5, confirming central validity. It was determined that the reliability of the study model was acceptable, because its value of all items exceeded 0.628.

### 6.3. Path analysis

Fig. 2 shows the final model of the path analysis, specifically focusing on the significant paths from the initial model. In the case of ethical responsibility, the paths toward job satisfaction, organisational trust, and organisational commitment were not significant while for the remaining variables, at least one path was significant.

Pearson's correlation analysis was conducted to confirm the correlation between the main variables of this study. The results are shown in Table 5. Economic responsibility has a significant positive correlation with legal responsibility ( $r = .595, p < .01$ ), ethical responsibility ( $r = .647, p < .01$ ), philanthropy responsibility ( $r = .453, p < .01$ ), labour responsibility ( $r = .489, p < .01$ ), organisational trust ( $r = .677, p < .01$ ), job satisfaction ( $r = .542, p < .01$ ), and organisational commitment ( $r = .579, p < .01$ ). Legal responsibility has a

significant positive correlation with ethical responsibility ( $r = .772, p < .01$ ), philanthropy responsibility ( $r = .412, p < .01$ ), labour responsibility ( $r = .733, p < .01$ ), organisational trust ( $r = .640, p < .01$ ), job satisfaction ( $r = .511, p < .01$ ), and organisational commitment ( $r = .553, p < .01$ ). Ethical responsibility has a significant positive correlation with philanthropy responsibility ( $r = .459, p < .01$ ), labour responsibility ( $r = .636, p < .01$ ), organisational trust ( $r = .635, p < .01$ ), job satisfaction ( $r = .462, p < .01$ ), and organisational commitment ( $r = .571, p < .01$ ). Philanthropic responsibility has a significant positive correlation with labour responsibility ( $r = .304, p < .01$ ), organisational trust ( $r = .461, p < .01$ ), job satisfaction ( $r = .443, p < .01$ ), and organisational commitment ( $r = .378, p < .01$ ). Labour responsibility has a significant positive correlation with organisational trust ( $r = .597, p < .01$ ), job satisfaction ( $r = .437, p < .01$ ), and organisational commitment ( $r = .516, p < .01$ ). Organisational Trust has a significant positive correlation with job satisfaction ( $r = .799, p < .01$ ), and organisational commitment ( $r = .766, p < .01$ ). Job satisfaction has a significant positive correlation with organisational commitment ( $r = .695, p < .01$ ).

The structural equation model result for this study's causal hypothesis is as follows:  $\chi^2 = 867.967 (p < 0.001)$ ,  $df = 360$ ,  $Q = 2.411$ ,  $TLI = 0.909$ ,  $RMSEA = 0.073$ , which was generally acceptable. As shown in Table 6, the causal relationships between variables were as follows.

- First, the path coefficient value for hypothesis 1(H1-1), which predicted that economic responsibility and job satisfaction would have a positive relationship, was found to be 0.360 and was statistically significant ( $t = 3.983, p < 0.001$ ). Thus, hypothesis 1(H1-1) was accepted.
- Second, the hypothesis 1(H1-2) path coefficient value was 0.218 ( $t = 2.590, p = 0.010$ ), indicating a positive relationship between legal responsibility and job satisfaction. Hypothesis 1(H1-2) was accepted, as it was statistically significant.
- Third, the hypothesis 1(H1-4) path coefficient value was 0.209 ( $t = 3.247, p = 0.001$ ), indicating that philanthropic responsibility and job satisfaction have a positive relationship. Thus, hypothesis 1(H1-4) was accepted.
- Fourth, the path coefficient of hypothesis 2 (H2-1), which predicted that economic responsibility and organisational trust would have a positive relationship, was 0.257 ( $t = 5.126, p < 0.001$ ), which was statistically significant. Thus, hypothesis 2 (H2-1) was accepted.
- Fifth, hypothesis 2 (H2-5), which predicted a positive relationship between labour responsibility and organisational trust, was accepted. Its path coefficient value was 0.228 ( $t = 5.597, p < 0.001$ ), which was statistically significant.
- Sixth, hypothesis 3, which predicted that job satisfaction and organisational trust would have a positive relationship, was accepted. Its path coefficient was 0.619 ( $t = 12.286, p < 0.001$ ), which was statistically significant.
- Seventh, hypothesis 5, which predicted that organisational trust would have a positive relationship with organisational commitment, was accepted. Its path coefficient was .848 ( $t = 15.792, p < 0.001$ ), which was statistically significant.

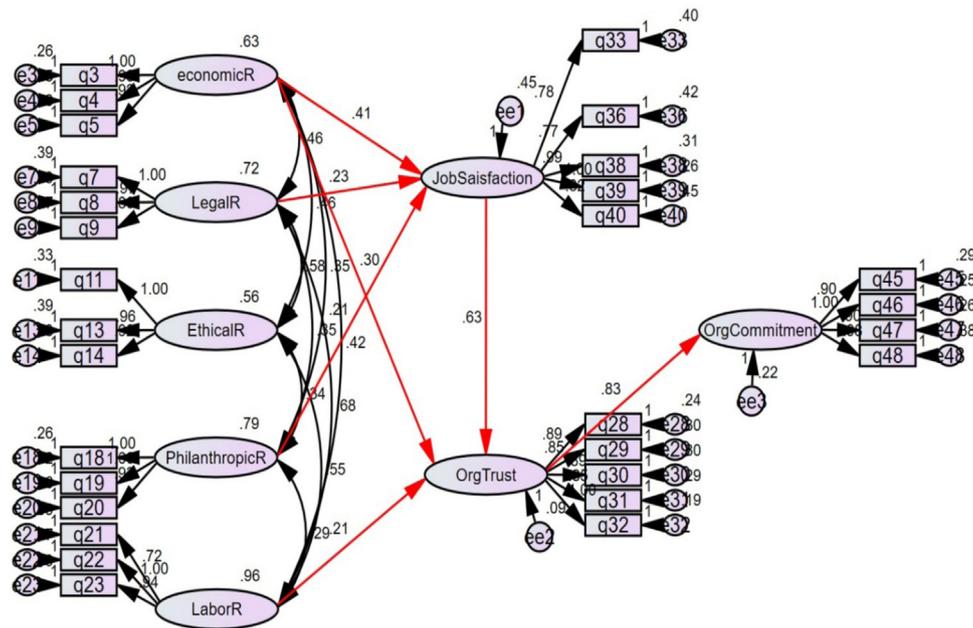
The examination of direct and indirect effects (Table 7) showed that all paths were significant for each latent variable. For example, the direct path from economic responsibility to organisational trust was significant ( $p = 0.003$ ), and the indirect path from economic responsibility to organisational trust through job satisfaction was also significant ( $p = 0.009$ ).

**Table 4**  
Confirmatory factor analysis and reliability analysis of latent variables.

Variables	Item	B	β	C.R	P	SMC	CCR	AVE	Cronbach's α
Economic Responsibility	q3	1	0.846			0.715			
	q4	0.98	0.76	13.503	***	0.577	0.848	0.65	0.832
	q5	0.913	0.784	14.05	***	0.615			
Legal Responsibility	q2	1	0.804			0.646			
	q3	0.97	0.881	16.513	***	0.776	0.877	0.704	0.857
Ethical Responsibility	q4	0.803	0.793	14.356	***	0.628			
	q1	1	0.793			0.629			
Philanthropic Responsibility	q3	0.961	0.756	13.173	***	0.572	0.835	0.629	0.816
	q4	0.914	0.761	13.29	***	0.58			
Labour Responsibility	q3	0.998	0.866	20.307	***	0.75			
	q4	1	0.929			0.863	0.916	0.786	0.913
	q5	0.936	0.855	19.827	***	0.731			
Job Satisfaction	q1	0.716	0.746	14.641	***	0.557			
	q2	1	0.883			0.78	0.884	0.719	0.88
	q3	0.938	0.906	19.924	***	0.821			
	q4	0.788	0.747	14.505	***	0.558			
Organisational Trust	q1	0.784	0.738	14.246	***	0.545			
	q6	0.988	0.841	17.563	***	0.707	0.894	0.628	0.927
	q7	1	0.865			0.749			
	q8	0.824	0.74	14.277	***	0.547			
	q1	0.887	0.853	20.239	***	0.728			
Organisational Commitment	q2	0.85	0.818	18.535	***	0.67			
	q3	0.89	0.829	19.01	***	0.687	0.931	0.731	0.888
	q4	0.855	0.823	18.758	***	0.678			
	q5	1	0.903			0.815			
Organisational Commitment	q1	0.907	0.836	17.579	***	0.699			
	q2	1	0.872			0.76	0.906	0.706	0.906
	q3	0.899	0.843	17.819	***	0.71			
	q4	0.976	0.815	12.705	***	0.663			

$\chi^2 = 854.126$  ( $df = 349$ ,  $p < .001$ ),  $Q = 2.447$ ,  $GFI = 0.815$ ,  $CFI = 0.920$ ,  $IFI = 0.920$ ,  $TLI = 0.907$ ,  $SRMR = 0.052$ ,  $RMSEA = 0.074$ .

\*\*\*  $p < 0.001$ .



**Fig. 2.** Result of final model.

**7. Conclusion**

In this study, an empirical analysis was performed to determine whether perceptions of CSR activities among employees of an international freight forwarder had a significant effect on organisational commitment, organisational trust, and job satisfaction. For this purpose, a sample of employees working in an international freight forwarding company in Busan Metropolitan City was selected. The study took place during approximately 50 days, from 10 April to 30

May, 2019. A total of 285 questionnaires were distributed, and 265 of these were ultimately used in the analysis. Frequency analysis, confirmatory factor analysis, correlation analysis, path analysis, and structural equation model analysis were performed using SPSS18.0 and AMOS 18.0, and the following results were obtained.

First, for hypothesis 1 (which predicted that CSR activities would affect job satisfaction), it was found that economic, legal, and philanthropic responsibility activities had a significant effect on job satisfaction, while ethical and labour responsibility activities did

**Table 5**  
Correlation analysis.

	Eco	Legal	Ethical	Philanthropic	Labour	Org Trust	Job Sat	Org Com
Eco	1							
Legal	.595**	1						
Ethical	.647**	.772**	1					
Philanthropic	.453**	.412**	.459**	1				
Labour	.489**	.733**	.636**	.304**	1			
Org Trust	.677**	.640**	.635**	.461**	.597**	1		
Job Sat	.542**	.511**	.462**	.443**	.437**	.799**	1	
Org Com	.579**	.553**	.571**	.378**	.516**	.766**	.695**	1

\*\* p<0.01.

**Table 6**  
Path coefficients of the structural model.

Path	RW	SRW	S.E.	C.R.	P	Acceptance or not
Economic Responsibility → Job Satisfaction	0.409	0.36	0.103	3.983	***	Acceptance
Legal Responsibility → Job Satisfaction	0.231	0.218	0.089	2.59	0.01	Acceptance
Philanthropic Responsibility → Job Satisfaction	0.212	0.209	0.065	3.247	0.001	Acceptance
Economic Responsibility → Organisational Trust	0.295	0.257	0.058	5.126	***	Acceptance
Labour Responsibility → Organisational Trust	0.212	0.228	0.038	5.597	***	Acceptance
Job Satisfaction → Organisational Trust	0.627	0.619	0.051	12.286	***	Acceptance
Organisational Trust → Organisational Commitment	0.830	0.848	0.053	15.792	***	Acceptance

$\chi^2 = 867.967$  ( $df = 360, p < .001$ ),  $Q = 2.411$ ,  $GFI = .812$ ,  $CFI = .919$ ,  $IFI = .920$ ,  $TLI = .909$ ,  $SRMR = .054$ ,  $RMSEA = .073$ .

\*\*\* p < 0.001.

**Table 7**  
Analysis of direct and indirect effects of the structural model.

Path	Total effect		Direct effect		Indirect effect	
	$\beta$	p	$\beta$	p	$\beta$	p
Economic Responsibility → Job Satisfaction	0.360	0.009	0.360	0.009	-	-
Economic Responsibility → Organisational Trust	0.480	0.009	0.257	0.003	0.223	0.009
Economic Responsibility → Organisational Commitment	0.407	0.008	-	-	0.407	0.008
Legal Responsibility → Job Satisfaction	0.218	0.030	0.218	0.030	-	-
Legal Responsibility → Organisational Trust	0.135	0.030	-	-	0.135	0.030
Legal Responsibility → Organisational Commitment	0.114	0.026	-	-	0.114	0.026
Philanthropic Responsibility → Job Satisfaction	0.209	0.016	0.209	0.016	-	-
Philanthropic Responsibility → Organisational Trust	0.130	0.009	-	-	0.130	0.009
Philanthropic Responsibility → Organisational Commitment	0.110	0.008	-	-	0.110	0.008
Labour Responsibility → Organisational Trust	0.228	0.012	0.228	0.012	-	-
Labour Responsibility → Organisational Commitment	0.194	0.012	-	-	0.194	0.012
Job Satisfaction → Organisational Trust	0.619	0.023	0.619	0.023	-	-
Job Satisfaction → Organisational Commitment	0.525	0.018	-	-	0.525	0.018
Organisational Trust → Organisational Commitment	0.848	0.013	0.848	0.013	-	-

not. Second, for hypothesis 2 (which predicted that CSR activities would affect organisational trust), economic and labour responsibility activities had a significant effect on organisational trust, while ethical, legal and philanthropic responsibility activities did not. Third, hypothesis 3 (which predicted that job satisfaction would have a significant effect on organisational trust) was accepted. Fourth, hypothesis 4 (which predicted that job satisfaction would have a significant effect on organisational commitment) was not accepted. Fifth, hypothesis 5 (which predicted that organisational trust would have a significant effect on organisational commitment) was accepted.

The results of this study showed that ethical responsibility in CSR activities had no effect on the job satisfaction, organisational trust, and organisational commitment of employees. Na et al. (2011) divided CSR activities into B2B and B2C to analyse the its effects on financial performance, finding that the influence of economic responsibility is greater than ethical and legal responsibility in the case of B2B SMEs. Most forwarding companies in Korea are SMEs, which must contend with small workforces and weak capital. In addition, the employees' personal service buyers are shippers, terminal operators, and shipping companies, and the type of transactions is B2B. Therefore, domestic forwarding business, which is the most important form of business activities in pursuit of economic profit, is considered to have a greater influence on economic responsibility with financial characteristics than ethical and legal responsibility regarded as a non-financial aspect. Moreover, although companies may recognise their ethical responsibilities in company guidelines, codes of ethics, or management philosophies, employees may think differently about those strategies (Kim & Cho, 2015)

The new factor that was added in this study—labour responsibility—affected organisational commitment through organisational trust. This finding underscores the importance of trust between managers and employees. By improving their approach to labour responsibility, companies can enhance employee trust, increase employees' commitment to their work, and thereby improve the productivity of their labour forces. Thus, managers that cultivate positive employee perceptions about the company's approach to labour responsibilities could positively influence employees' work quality.

In previous studies, job satisfaction had a significant effect on organisational commitment. In this study, however, job satisfaction did not have a direct effect on organisational commitment. Rather, it had an indirect effect through organisational trust. South Korean workers are under high stress due to long hours of work. In modern Korean society, individualism has become stronger than in the past. And young people's solitude has risen considerably. It is considered that this social atmosphere is reflected in the workplace. Even if employees are satisfied with their jobs, it does not have any effect on organisational commitment. In addition, the employees of SMEs are also under a lot of stress: one person is handling a lot of tasks and is always being chased by time and working. Due to the nature of the domestic forwarding business, employees are suffering from emotional labour because they provide direct human service to customers and this is directly related to organisational performance. These characteristics have a negative effect on employee's organisational commitment. As mentioned above, it is critical for domestic freight forwarders to gain the trust of employees in order to enhance the quality of services that these employees provide to shippers. This will allow freight forwarders to improve their competitiveness in challenging international markets. Therefore, in order to increase organisational commitment of organisational members, management strategies and human resource management should be conducted based on organisational trust.

To overcome the limitations of this study, the following is a suggestion for further research. Firstly, this study was limited to

the Busan area. More practical and in-depth implications might be drawn if the research area was expanded to other major cities and countries. Secondly, it is necessary to expand the sample of this study to encompass a large number of employees to produce more representative results. In addition, a qualitative method can be employed as quantitative study has a limitation that it can have a great influence on the study results according to the attitude and sincerity of the respondents.

## Conflict of interest

None.

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