YANGON UNIVERSITY OF ECONOMICS
DEPARTMENT OF MANAGEMENT STUDIES
MBA PROGRAMME

THE EFFECT OF INTERNAL CSR AND ORGANIZATIONAL CULTURE ON OCB AND JOB PERFORMANCE OF PUN HLAING HOSPITAL

NYEIN WAI WAI HTUN

EMBA II – 22

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ACADEMIC YEAR (2018 – 2022)

Supervised by   **Submitted by**

Dr. Nu Nu Lwin   Nyein Wai Wai Htun

Professor & Head   EMBA II – 22

Department of Management Studies   EMBA 17TH Batch

Yangon University of Economics   2018-2022

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This thesis submitted to the Board of Examiners in partial fulfilment of the requirements for the degree of Master of Business Administration (MBA)

Supervised by   **Submitted by**

Dr. Nu Nu Lwin   Nyein Wai Wai Htun

Professor & Head   EMBA II – 22

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ACCEPTANCE

This is to certify that the thesis entitled **"The Effect of Internal CSR and Organizational Culture on OCB and Job Performance of Pun Hlaing Hospital"** has been accepted by the Examination Board for awarding Master of Business Administration (MBA) degree.

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(Examiner)   (Examiner)

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ABSTRACT

The purposes of this study are to examine the effect of internal corporate social responsibility and organizational culture on organizational citizenship behavior and to analyze the influence of organizational citizenship behavior on job performance of employees in Pun Hlaing Hospital. The study applies both descriptive and analytical methods to achieve study objectives. The survey results indicate that most of the respondents have favorably perceived on internal corporate social responsibility and organizational culture which in turn, influence on organizational citizenship behavior of employees at Pun Hlaing Hospital. The results of the study indicated that among internal corporate social responsibility factors, quality of life is the most influencing on organizational citizenship behavior of employees whereas health and safety, human capital development and workplace diversity have shown significant positive effect on organizational citizenship behavior. In addition, among five factors of organizational culture, long-term orientation is the largest effect on organizational citizenship behavior followed by masculinity and uncertainty avoidance. Finally, all dimensions of organizational citizenship behavior, except for sportsmanship have the significant positive effect on job performance of employees in Pun Hlaing Hospital. The study suggests that Pun Hlaing Hospital needs to plan corporate actions of helping employees, such as providing fair treatment, organizing good working environment, training, and career development opportunities which can provide a strong sense of organizational support for the staff that lead to enhancing organization citizenship behavior and job performance of employees and thereby sustaining organizational performance.

ACKNOWLEDGEMENTS

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LIST OF ABBREVIATIONS

BOD   Board of Director

CEO   Chief Executive Officer

CFO   Chief Financial Officer

CSR   Corporate Social Responsibility

CTO   Chief Technology Officer

ICT   Information and Communication Technology

OCB   Organizational Citizenship Behavior

OM   Operations Manager

SC   Supply Chain

CHAPTER 1
INTRODUCTION

In the current global context, there is a compulsion for corporate sector towards conformance with Corporate Social Responsibility (CSR) requirements that has impacted the organizations by Zukauskas, P., Vveinhardt, J., & Andriukaitienė, R. (2018). Although voluntary execution of CSR initiatives has brought instrumentally and behaviorally beneficial outcomes for the organizations internationally however most of the organizations in Myanmar are following this global trend without a proper understanding of these rewarding employee behavioral outcomes. There is need to enhance the understanding of differently targeted CSR initiatives and resulting employee behaviors along with the mechanisms that instigate this relationship.

The internal CSR is recognized as an ethical behavior of the organization in relation to the staff because the organization's actions can be better recognized by internal marketing and practice of internal corporate social responsibility (Mory, Wirtz & Gottel, 2016). Internal CSR was considered in the literature of the corporate social responsibility from several perspectives, such as organizational citizens (Newman, Nielsen & Miao, 2015), commitment (Hofman & Newman, 2014), and identification.

Organizational culture, one of the characteristics of the organization, has paid special attention to the administrators of each organization. Numerous studies on relationships with other factors such as organizational culture, job satisfaction, performance, performance and efficiency are confirmed. Studies approve the relationship between the powerful organizational culture and growth and prosperity of the organization. The administrator who changes and develops the organizational culture strategy as a competitive advantage can promote the development of the organization (Miller, 2011).

The concept of behavior of organizational citizenship (OKB) was a focus-oriented interest in recent years. Organ and Ryan (1995) assert that in an organizational setting, OCB is special work actions in the organizational situation of OKB and are defined as individual behaviors useful for organizations and are defined as private behaviors that are not recognized directly or expressly or expressly. system. suggested that the behavior of the organizational citizenship was known as a voluntary behavior that does not directly recognize the official remuneration system of the organization. This can help you create

an active and positive and productive working environment actively when your employees perform routine contract tasks. The behavior of the organizational citizenship is an arbitrary behavior, not part of the description of the work related to the general organizational efficiency (Darden & French, 1970). According to Organ (1988), the behavior of organizational citizenship is an important factor that contributes to the survival of the organization.

Job performance is a means a means of achieving a goal or goal in days, roles, or organizations (Campbell, 1990), and is not the actual result of the action performed in the task. Successful and productivity in the outcome of a particular task in the results of a particular task and a speech of a separate organization. High-level OCB workers are related to high attributes by performing work and contextual performance. Whereas task performance describes behaviors that are required to perform, situational behaviors are behaviors that support an organizational, social, and psychological work environment.

This study aims to investigate the effect of internal CSR and organization culture on organizational citizenship behavior and the effect of organizational citizenship behavior on job performance in Pun Hlaing Hospital.

1.1 Rationale of the Study

According to Cone Communications/Ebiquity Global CSR (2015), 91% of global consumers expect businesses to take responsibility for solving social and environmental challenges. Additionally, 84% say they seek out products that are as responsible as possible. Consumers are increasingly aware of the importance of social responsibility and are actively seeking products from companies that operate ethically. It is very important for hospitals to operate in a socially responsible way. Although not required by law, it is considered good practice for hospitals to consider social and environmental issues. CSR is recognized as an important requirement for the success of the hospital.

Observing the importance of internal CSR, a number of studies (Glavas, 2016; Sheel & Vohra, 2016; Newman, Nielsen, & Miao, 2015; De Roeck, Marique, Stinglhamber, & Swaen, 2014) have investigated how internal CSR affects employee attitudes and behaviors (Rupp & Mallory, 2015). Similarly, the study of Abd-Elmotaleb (2015) supposed that employee relations with internal CSR are the strongest among other relations of employee and CSR segments.

Organizational culture is considered one of the central elements that contribute to the organization success, so it is important for all organizations, including hospitals. Morgan (2002) explained culture as a active living phenomenon that creates and reproduces the world that people live together. Many scientists (Lim, 1995, Cameron & Freeman, 1991) are more effective than those who are weak and controversy when they are engaged in strong culture with strong cultures. In addition, theorists and practitioners assume that the improvement of organizational culture is helping to recover the organization. Competitiveness and revival of deceleration organizations (Yeung, Brokkbank & Ulrich, 1991).

OCB exceeds the official requirements of the role of the workplace and shows that outside and demonstrates that it is completely personalized. They are often depicted as a behavior that goes out of debt. However, for the effect of organizations, the organization indicators are particularly responsible for the organization's climate, motivational behavior, and their personal efforts to rely on cooperation between people. Nowadays, medical facilities are faced with similar problems with competitive issues similar to other providing agencies such as banks, communications, education, insurance, and so on, and customers are increasingly a higher quality service requires competitive prices and coming with courtesy . Therefore, the health sector applied a patient approach to emphasizing the attention of customer marketing methods (Chan, 2011).

Job performance of employees is a determinant of organizational performance, and every organization needs to develop consistent and objective methods for evaluating employees. By doing so, it can help to determine strengths, weaknesses, and potential managerial gaps in the business organization. There are several performance managements processes, tools, and approaches that companies can take to monitor performance and inspire employees.

Currently, hospitals in Myanmar are following global CSR trends, especially with regard to their communities and staff, with specific social, organizational and individual outcomes. Although Myanmar constantly says that its CSR practices are still lagging behind, Pun Hlaing Hospital is recognized for its CSR initiatives and contributions to building a better society and for the benefit of the people. Through this engagement, the hospital expresses a common concern for the communities in which it operates and for building relationships and trust with customers and employees.

Under the context of growing competition in health care sector in Myanmar, to sustain their competitive position in the Market, private hospitals need to improve their performance through enhancing the job performance of their employees, which can be in turn, resulted from their OCB. To realize the OCB of the staffs, internal CSR and organization culture are widely recognized as important organizational factors. Therefore, this study aims to intently the impact of internal CSR and organizational culture on OCB of employees and thereby, their job performance, to sustain the position of Pun Hlaing Hospital in highly competing market.

1.2   Objectives of the Study

The main objectives of the study are:

1. To examine the effect of internal CSR on OCB of Pun Hlaing Hospital
2. To investigate the effect of organizational culture on OCB of Pun Hlaing Hospital
3. To analyze the effect of OCB on job performance of Pun Hlaing Hospital

1.3   Scope and Method of the Study

This study focuses on internal CSR, organizational culture, OCB, and job performance at Pun Hlaing Hospital. The sample size is determined as Taro Yamane method. Accordingly, 122 respondents are selected from 386 staffs who are working at head office of Pun Hlaing Hospital with more than one year of service by using simple random sampling method. In this study, both primary and secondary data are used to achieve research objectives. Primary data are collected from 122 respondents with structured questionnaire design with 5- point Likert scale. Secondary data are collected from texts, international papers, articles, journals, websites, and thesis for this study.

1.4   Organization of the Study

This study is divided into five chapters. Chapter one is the introduction which includes rationale of the study, objectives of the study, scope, and method of the study and organization of the study. Chapter two presents theoretical background. Chapter three reports the profile and internal CSR practices of Pun Hlaing Hospital. Chapter four presents the analysis on the effect of internal CSR and organization culture on OCB and the effect of OCB on job performance of Pun Hlaing Hospital. Finally, Chapter five discusses the findings and discussions, suggestions and recommendations and needs for further research.

CHAPTER 2
THEORETICAL BACKGROUND

This chapter consists of theories and concepts regarding internal CSR and organizational culture that effect on OCB and how OCB on job performance. It also explains the conceptual framework. The definitions and related theories of dependent variables and independent variables are presented. This study explores some of the key factors that effect on OCB of Pun Hlaing Hospital. In this study, internal CSR and organizational culture are studied as factors that effect on OCB and how OCB on job performance.

2.1 Internal CSR

Internal CSR denotes the policy and practices of an organization that are related to the psychological and physiological well-being of its staffs (Verdeyen, 2004; Brammer, 2007; Shen and Jiuhua Zhu, 2011). These include respect for human rights, employee health and safety, work-life balance, employee training, equal opportunity, and diversity (Vuontisjärvi, 2006; Gond, Kang & Moon 2011; Shen and Jiuhua Zhu, 2011).

Recent studies in micro-CSR also suggest that CSR affects staffs' organizational identification (Glavas, 2013, Farooq, 2014; El Akremi, 2015). Staffs associate themselves strongly with their organization when it is involved in social welfare activities (Smidts, 2001; Glavas and Godwin, 2013). Glavas (2013) finds that staffs who received support from their organization when carrying out community services were more likely to feel strongly attached to the organization. Glavas (2013) argues that firms engaged in social wellbeing activities earn a positive image and are better able to attract suitable staffs. In a field experiment on CSR and stakeholder relationships, it finds that both external as well as internal stakeholders identify better with an organization once, they become aware of its CSR activities. However, few studies have looked at how and why specific CSR practices influence identification, this study attempts to fill this gap.

The internal initiative can provide the signal that is required to take care of them to their employees (Bhattacharya, 2010, Rodrigo and ArenaS, 2008). He focuses on the Well Zone of the workforce and welfare, and the internal CSR sends a signal to the employees. This creates a recognized internal respect. This proposal shows that in 2006, there is a practice of human resources, which are recognized in human resources, such as

extensive learning, recognition and organizational definitions, such as human resources, such as human resources recognized. Therefore, the internal initiative of the CSR is considered a target employee because the beneficiary has a positive impact on respect for the personnel and increases organizational identification. It hypothesizes the following:

2.1.1 Workplace Diversity

Workplace Diversity is defined as employer's general conversation topics, Patrick and Kumar Employment Expert employer (2012). Nonetheless, the diversity at work and the diversity of the work are not to hire the oath, but for many years, it became less incident to employ a wide range of people in age, floor, and race. Enterprise. More and more business leaders can see that the diversity of workplace is a few visible benefits to the company and employees. The diverse in the workplace means that the company employs a variety of people. It is often desirable as a variety of comprehensive issues, but this also applies to various men and women, races, ethnicity, age, sexual, language, education, and background. Diversity in the workplace extends beyond hiring diverse people to ensuring equal participation among those employees. Diversity and inclusion are an important part of our workplace culture and benefit the well-being of our employees as well as the business itself.

2.1.2 Labor Rights

Labor rights can be defined as both legal rights and human rights relating to labor relations between workers and employers by Diamond (1996). These rights are coded by national and international labor and labor laws. In general, these rights affect working conditions in employment relationships. One of the most outstanding days is known to be the right to organize. Labor is aware that three basic rights (1) refuse to reject dangerous work and protected against suppression (2) Rights to know about the risk of work (2) The right to use basic information about health and safety (3) Health and Safety And the right to participate in participation discussions on the Security Committee. The recent sustainability initiative has attracted attention to social sustainability, including promoting the rights of workers and preventing trafficking and removing illegal child labor in sustainable products and services. Many view the right to equal treatment as a worker's right, regardless of gender, origin and appearance, religion, or sexual orientation.

Discrimination in the workplace is prohibited by law in many countries, and in fact the wage gap between genders and other groups is a persistent problem for some.

2.1.3   Health and Safety

Stellman (1998) explained that health and Safety in the workplace is all about sensibly managing risks to protect the workers and the business. Health and safety management is characterized by a powerful manually associated with administrators, employees, suppliers, contractors and customers. In the global context, health and safety are also an essential part of motion for sustainable development. At the end of each work day, there is a morning right to ensure the security of the employees. Protecting workers will reduce the absence and provide a more efficient and productive job. According to the study, employees are more productive in the workplace that pursues health and safety. Reducing the downtime caused by illness and accidents is less violated and saves business money. Health and security bills are criminal law, and have duty to observe legally. Legal violations can be imprisoned, fine and even imprisoned by senior administrators. In order to attract investors and partnerships that need to protein the workers, they must prove their workers and their dedication to the social responsibility of the corporate social responsibility. All customers want to buy ethically produced products and services, and should only be dealt with ethical suppliers who think about working practices throughout the supply chain and protecting labor.

2.1.4   Ethical Labor Practices

Hogler and Gross (2013) defined that ethical labor practices mean engaging in work practices that are legal, fair and ensure decent treatment of the workforce, by providing conditions that do not cause physical or mental harm to workers. The suffering of the minimum employment standard is an important foundation to be considered an ethical employer. Many people believe that ethical treatments are needed to be an organization that goes beyond the legal minimum value. This can include wages for shipment or dedication to exercise training and development. The company that created behavioral policies will help to increase their reputation and ensure long-term success. Therefore, it is important to indicate that the employees can accept and not tolerate their employees to organize proper ethics and actions at work. This is established when hiring a new employee and continues to be introduced into the organization through each step.

Politicians can include instructions for workers and provide a description of the tasks that summarize the behavior that the organization is expected. The workers who decided not to follow the selected behavior code receive shoes and written warnings and eventually lead to termination.

2.1.5 Human Capital Development

Currie and Almond (2011) explained that human capital development is defined as the process of improving an organization's employee performance, capabilities, and resources. The diversity of human capital, and the development of human capital may vary depending on helping training to help training in team members, and also in several spectrum, development technology, project management and morality. erection. Administrators can see that the human resource department is dedicated to attract appropriate attention to the development of personnel. We also know that employees know the development opportunities available and they can use them. The Human Resources Department constantly created an opportunity to grow and grow in a job and increase organizational performance. The development of human capital is important for the growth and productivity of the organization. People who make organizations are assets to be invested. If it can be more productive at individual levels by development, organizations begin to show the benefits of performance. There is also much more to develop people that are already used by organizations than gaining and teaching new people. In addition, employees have a better permission to feel the perfect authority when their organizations invest in them, and remain a prospective career route and interest in maximizing their potential and conference staff.

2.1.6 Quality of Life

Quality of life is defined as the degree to which an individual is healthy, comfortable, and able to participate in or enjoy life events by Felce and Perry (1995). The term, the quality of life is ambiguous. Because people have a living condition that people have their lives and people out of their lives and people because they can recommend them. As a result, the quality of life is very subjective. While one person can determine the quality of life as a person in life or satisfaction, others can determine it from the viewpoint of opportunity (for example, if we have the ability to live a good life in an emotional perspective) . Physical Wellness). The people of the disabled can report the

quality of high life, and the recent healthy person who has recently lost his job can lower the quality of life. The quality of life in a healthy health stadium is considered a multidimension to deal with emotional, physical, material, and social welfare. Quality of life is a different aspect of health than is usually measured using traditional assessment methods such as x-rays, blood tests, and clinical evaluation. The latter tends to dominate health care and medicine, in part because it is considered relatively objective. Measuring quality of life in healthcare can be viewed in terms of flexible working hours and wages, compensation packages, and remuneration and benefits, including promotions, provided by hospitals.

2.2   Organizational Culture

Morgan (2002) explained that organizational culture is the collection of values, expectations, and practices that guide and inform the actions of all team members. A great culture shows a positive feature that leads to enhanced performance, and the company's dysfunction culture confirms the qualities that can interfere with the most successful organizations. Organizational culture affects the terms of contractual conditions and the benefits of the benefits of workers and all aspects of the toned business. If the culture at work is consistent with the employees, it is more comfortable, supported and recognized more often. Companies that determine the priority of culture are also able to change difficult times and changes in the business environment and will be stronger. Culture is a key advantage that attracts talent and excellent competition. Every organization's culture is unique, and it's important to preserve what makes your company unique. However, the culture of a high-performing organization reflects certain qualities that the organization continually strives to develop.

2.2.1   Power Distance

Power distance refers to the degree to which individuals, organizations and societies accept inequalities in relation to power, status, and wealth (Hofstede, 1980). It can be defined as an unequal distribution of power in an organization in the field of organization (Hofstede, Hofstede & Minkov, 2010). Power distance affects an organization's decision-making mechanisms, its hierarchy and its level of centralization (Hofstede, 2001). An employee's perception of power distance in an organization can also influence their attitudes and behaviors. Employees who perceive a high power distance

show obedience to their superiors (Kirkman, Chen, Farh, Chen & Lowe, 2009) and show great respect (Hofstede & Hofstede, 2005). Power distance is important for healthy relationships, interactions, and communication between managers and employees. Low power distances improve the quality of relationships, interactions, and communication between school administrators and teachers, while high power distances reduce them. The power distance teachers perceive to exist in school may be related to their organizational attitudes, values, and behaviors.

2.2.2 Individualism / Collectivism

Burge (1986) defined that culture inform how we understand our relationships and interact with other people. One of the most widely recognized differences between the type of culture is between personal attention and group. Personalism assesses personal independence height. In individual cultures, people will see that they separate them separately from others and do not relatively stable and change their characteristics based on their personal characteristics. The feeling of the individualist owners minimizes the impact of people in the inside and minimizes the impact of people other than that person. Individualists tend to deliver straight styles. European and Western culture are usually more separate. Collective assesses the personal interdependence of personal interdependence. You can see the most likely to be the most likely to be the most likely to be considered to be associated with others related to others in the culture of the house company and to change in other contexts. The feeling of collector's collection is determined by others or group membership. It maintains social harmony and matches with others, and social expecting talks is more important in householder culture. They tend to suggest that they really meant in the indirect style of collimatists, but they can say that it can be said to avoid conflicts or embarrassment.

2.2.3 Masculinity / Femininity

The terms masculinity and femininity refer to traits or characteristics typically associated with being male or female, respectively, Burge (1986). Traditionally, masculinity and femininity have been conceptualized as opposite ends of a single dimension, with masculinity at one extreme and femininity at the other. By this definition, high masculinity implies the absence of femininity, and vice versa. In other words, people can be classified as either masculine or feminine. Contemporary definitions propose that

masculinity and femininity are separate dimensions, allowing for the possibility that individuals may simultaneously possess both masculine and feminine attributes. Masculinity stands for a society in which social gender roles are clearly distinct: Men are supposed to be assertive, tough, and focused on material success; women are supposed to be more modest, tender, and concerned with the quality of life. Femininity stands for a society in which social gender roles overlap: Both men and women are supposed to be modest, tender, and concerned with the quality of life.

2.2.4 Uncertainty Avoidance

Uncertainty avoidance can be defined as the extent to which a society, organization, or group relies on social norms, rules, and procedures to alleviate the unpredictability of future events. House (2004) pointed out that organization can have some characteristics of high and low uncertainty avoidance orientation. High uncertainty avoidance societies have characteristics such as use formality in interactions with others, are orderly and keep meticulous records, rely on formalized policies and procedures, fake moderate, carefully calculated risks, show strong resistance to change. Low uncertainty avoidance societies have characteristics such as use informality in interactions with others, are less orderly and keep fewer records, rely on informal norms for most matters, are less calculating when taking risks, show only moderate resistance to change.

2.2.5 Long-term Orientation

Long-term orientation refers to the belief in society members that the future is more prosperous than present. To the future more prosperous, members are ready to take corrective and preventive action in the present even if it may lead to parsimonies in consumption in present. The fostering of virtues oriented towards future rewards, in particular perseverance and thrift. Its opposite pole, short-term orientation, stands for the fostering of virtues related to the past and present respect for tradition, preservation of face, and fulfilling social obligations. A cultural dimension of Hofstede's model that expresses the degree to which people's behavior is driven by long-term aims and results. This refers to a societies attitude towards time; do they tend to plan for a long or a short-term time horizon (Hofstede, 1980). Organizations and managers who know the time orientation of their staffs will be able to fashion appropriate motivating incentives that

align with their orientations such as a bonus which is a short-term incentive or contribution to an employee's retirement fund which is a long-term incentive.

2.3 Organizational Citizenship Behavior

OCB is a term used to describe all the positive and constructive employee actions and behaviors that are not part of their formal job description. Organizational citizenship behavior was first defined by Organ (1988) as an individual behavior which is not rewarded by a formal reward system however that, when combined with the same behavior in a group, results in effectiveness. It is anything that staffs do, out of their own free will, that supports their colleagues and benefits the organization. OCB is not something that is required from staffs to do their job and it is not part of their contractual tasks. Organ identified five different types of organizational citizenship behavior such as conscientiousness, sportsmanship, courtesy, civic virtue and helping behavior.

2.3.1 Conscientiousness

Conscientiousness is defined as behavior that involves a certain level of self-control and discipline and that goes beyond the minimum requirements by Organ (1988). In a work setting, this means that staffs do not just show up on time and stick to deadlines, however that they, for instance, also plan before they go on holiday and their colleagues will not be drowning in a big workload. An example that is related to a remote work set-up is having enough self-discipline to get up in the morning and get the work done, even when there is no manager around to give. Conscientiousness also means knowing that sometimes the job simply needs to get done, even though it is after hours.

2.3.2 Sportsmanship

Keating (1964) defined that sportsmanship is about an employee's ability to be a good loser. It is about being able to deal with situations that do not go as planned or negative surprises and to not demonstrate negative behavior when that happens. Good sportsmanship in the workplace means that an employee who is temporarily taking over the tasks with full responsibility of a team member who broke the legs and will be on sick leave for a few weeks. While this considerably increases this employee's workload, the employee does not complain about the increased workload from the colleague because the employee knows it is only a temporary situation.

2.3.3 Courtesy

Courtesy is polite and considerate behavior towards other people, in this case, other staffs by Keating (1964). Courtesy at workplace includes greeting to the colleagues politely, asking the colleagues how their holiday was, checking their daily routines and helping the colleagues on how a project they are currently working on is going. Basically, any question and concern which the colleagues previously spoke about shows that the employees are paying attention to their colleagues very well.

2.3.4 Civic Virtue

Civic virtue is a type of organizational citizenship behavior that creates a sense of community and camaraderie within the organization, Organ (1988). This, in turn, leads to higher job satisfaction and better job performance. Civic virtue is about how well someone represents the organization they work for. It is about how an employee supports their company when they are not in an official capacity. It means that how the staffs talk about the organization to their friends and family for instance. Civic virtue can also be demonstrated by staffs signing up for business events such as fundraisers or running a (semi) marathon for a charity with a team of co-workers.

2.3.4 Helping behavior

Organ (1988) found that helping behavior in the workplace occurs when an employee helps or assists another employee without expecting anything in return. A simple example of helping behavior at work is when someone offers their assistance to a co-worker who is swamped by taking over (part of) their tasks or volunteering to help clean up the canteen after an internal hospital event. Altruism in the workplace can boost employee morale, productivity, and effectiveness.

2.4 Job Performance

Sultana (2012) defined performance as the achievement of specified tasks against predetermined or identified standard of accuracy, completeness, cost, and speed. Job performance is the general attitude that people have about their jobs. Job factors such as the pay, the job itself, promotion opportunities, support from supervisors and relationship with co-workers can affect staffs' satisfaction. According to the online dictionary of Wikipedia, job performance is the quality and quantity expected in a particular job from

an employee to perform their job well, which is most of the time determined, by motivation and the will and ability of the individual employee to do the job.

Organizations need highly performing individuals to meet their goals, to deliver the products and services they specialized in, and finally to achieve competitive advantages. Platt and Sobotka (2010) assert that employee performance is the combined result of effort, ability, and perception of tasks. There are several factors that affect employee performance, the workplace environment impacts most their level of motivation hence their performance. Stup (2006) describes several factors toward the success of staffs' performance. These factors include physical environment, equipment, meaningful work, performance expectation, feedbacks on performance. Performance is a multi-dimensional concept. Borman and Motowidlo (1997) distinguish between task and contextual performance on the most basic level.

2.4.1   Task Performance

Task performance is defined as an individual's proficiency with which he or she performs activities which contribute to the organizations technical core. Task performance is multi-dimensional. It is also called in-role prescribed behavior. Koopmans, 2011 and is reflected in specific work outcomes and deliverables as well as their quality and quantity. Task performance is a generic term for how a person does on a given task. For instance, task performance is sometimes measured as response time (how long a person takes to respond to a given, timed or untimed stimulus) or it could be measured as accuracy, etc. Typically, task performance is a term for quantifying someone's performance on a task. Behavior in the domain of task performance is usually recognized as a formal requirement of an individuals' job.

2.4.2   Contextual Performance

Contextual performance refers to activities which do not contribute to the technical core, which support the organizational, social and psychological environment in which organizational goals are perused. It concerns aspects of an individual's performance which maintains and enhances an organisation's social network and the psychological climate that supports technical tasks. Borman and Motowidlo, (1997) contend that it is the contextual dimensions of job performance, rather than the technical components, that can be predicted from personality constructs and Borman, Penner, Allen

and Motowidlo (2001) conclude that personality (Conscientiousness and Dependability) correlates more highly with organisational citizenship behaviours than with task performance. Other research asserts that when the personality variables used in the prediction of performance are derived through job analysis, they predict task-related performance, as well as contextual job performance (Cue, 2002; Jenkins, 2002). Jenkins (2002) go on to state that to predict narrow aspects of performance, narrow traits (more specific, primary or facet level) need to be used rather than broad global traits such as the FFM's openness to experience, conscientiousness, extraversion, agreeableness and neuroticism.

2.5   Empirical Studies

There are several research that study the factors creating OCB and its impact on job performance of employees. Researchers study how drivers of OCB have relationships with OCB, which factors have positive relationship and which factors have negative relationship with OCB.

2.5.1   Relationship between Internal CSR and OCB

In the last few years, the trend of research on corporate social responsibility (CSR) has increased, however the question of how staffs perceive internal CSR is ignored. Recently, concern has increased on establishing a strategy for organizations' CSR to achieve a high level of competitive advantage (Doda, 2015).

Figure (2.1) Conceptual Framework of Ansir and Rajput
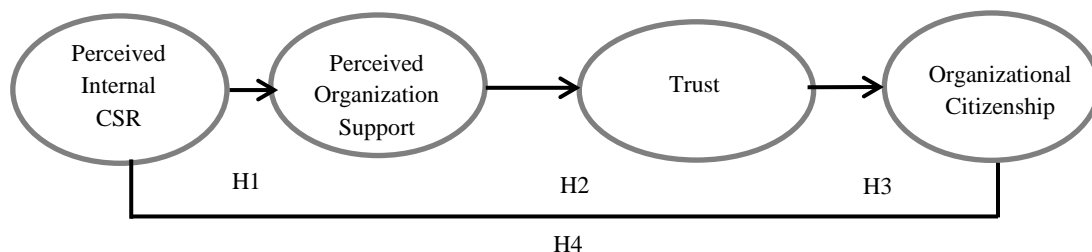
Source: Ansir & Rajput (2017)

According to Ansir & Rajput (2017), the study was to investigate the impact of internal corporate social responsibility on OCB through their attitude as micro analysis. Providing a caring, safe, and friendly work environment develops a sense of perceived

support of the organization among the employees so they are likely to stay at the job. The significance of internal CSR is inevitable for the organizational performance. The efficiency of employees is based upon the treatment they receive by the management of the organization.

2.5.2   Relationship between Organizational Culture and OCB

The concept of OCB is of great importance in service sector and has been applied in hospitals, hotels, and many other organizations. Hasan & Hermanto (2019) pointed that the existed culture in the organization is one of the impressive factors in the emergence of the organizational citizenship behaviors in employees.

Figure (2.2) Conceptual Model of Zahed, Khaleghkhah& Sepehri

Organizational Culture	**Organization Citizenship Behaviour**
• Behavioral factors	• Conscientiousness
• Structural factors	• Sportsmanship
	• Courtesy
	• Civic Virtue
	• Helping behavior
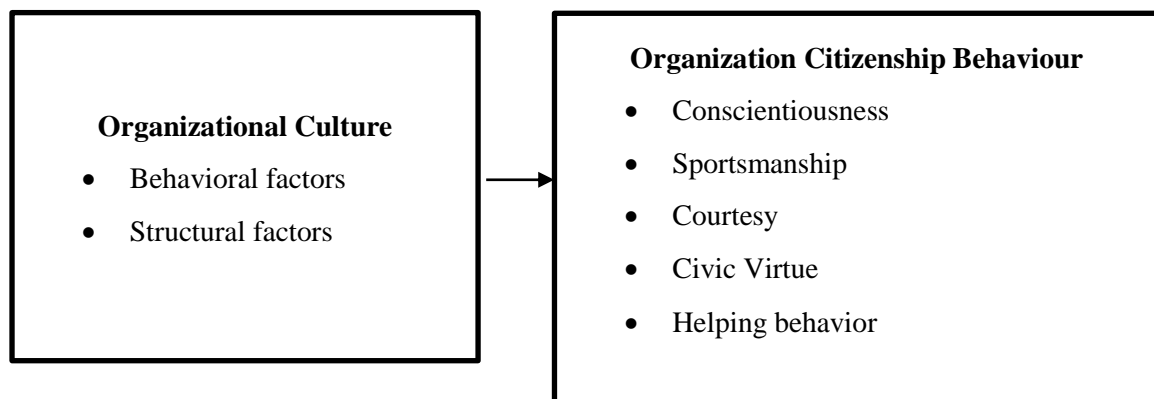
Source: Zahed, Khaleghkhah & Sepehri (2011)

According to the studies of Zahed, Khaleghkhah & Sepehri (2011), there is a positive and significant relationship between Organizational Culture and Organization citizenship behavioral (OCB). In fact, a desired organizational culture can be a stimulus for efficiency and can increase the employees' productivity that this matter is to create and reinforcement of the organizational citizenship behaviors. The conceptual model of Zahed et.al, (2011) is presented in Figure (2.2).

2.5.3   Relationship between OCB and Job Performance

HR practices have significantly moderated the relationship between OCB and job performance. In the late 1970's the term of Organizational Citizenship Behavior (OCB) was created to describe the self-innovative and cooperative behaviors through the relationship between job satisfaction and performance by Organ (1977).

The concept of OCB has evolved beyond the concepts of cooperation that were thought of affecting the organizational performance, and deeper research into the concept later has given a firm foundation to its underlying construct. However, cooperation was predominantly considered to be influenced by the workplace culture and environment. OCB has also found by researchers to have a profound impact on organizational performance and individual development. OCB encompasses five dimensions: conscientiousness, sportsmanship, courtesy, civic virtue and helping behavior. Mohammad (2015) revealed that the relationship between OCB and job performance of employees. The conceptual model of the study is presented in Figure (2.3).

Figure (2.3) Conceptual Model of Mohammad

Organizational Citizenship Behaviour	Job Performance
• Conscientiousness • Sportsmanship • Courtesy • Civic Virtue • Helping behavior	• Discipline • Work quantity • Work quality • Relation of employee with colleagues • Relation of employee with manager
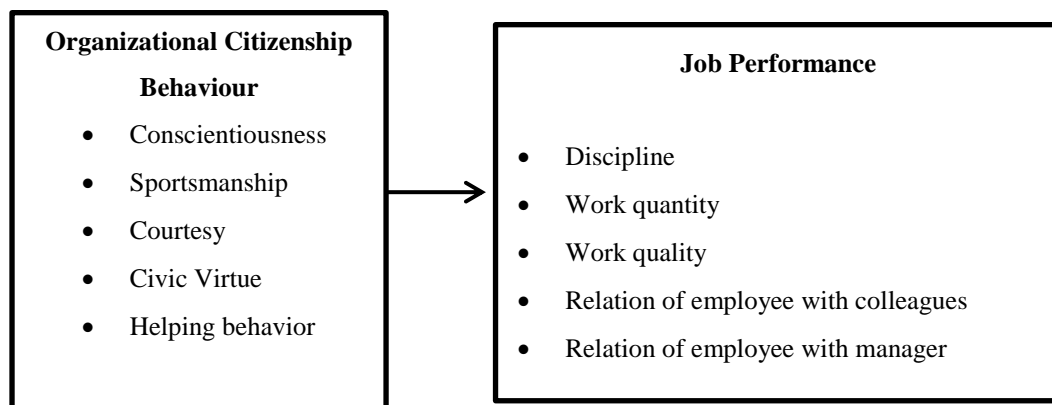
Source: Mohammad (2015).

Mohammad (2015) revealed that OCB is having a significant relationship with job performance. Among the different dimensions of OCB, it has found that helping behavior dimension has the strongest relationship with job performance, whereas the civic virtue dimension has an insignificant one. Further, The OCB factors have an impact on job performance. This means that the perception of staffs toward OCB has a positive and significant influence on employee's performance.

2.6   Conceptual Framework of the Study

Based on the theoretical concept and the result on previous studies, following conceptual framework is developed for this study. The conceptual framework shows how internal CSR and organizational culture effect on organization citizenship behavior and how organization citizenship behavior effects on job performance at Pun Hlaing Hospital. The conceptual framework of this study is shown in the Figure (2.4).

Figure (2.4)   Conceptual Framework of the Study

Internal CSR		Job Performance
• Workplace diversity		
• Labor rights		
• Health and Safety	Organizational Citizenship Behaviour	Task Performance
• Ethical labor practices	• Conscientiousness	Contextual
• Human capital development	• Sportsmanship	Performance
• Quality of life	• Courtesy	
	• Civic Virtue	
Organizational Culture	• Helping behavior	
• Power distance		
• Individualism		
• Masculinity		
• Uncertainty avoidance		
• Long-term orientation		

Source: Own Compilation based on previous studies (2021)

In the conceptual framework of this study, four major sections are involved. They are internal CSR, organizational culture, organization citizenship behaviour and job performance of Pun Hlaing Hospital. To measure the effect of internal CSR, six factors are used. They are workplace diversity, labour rights, health and Safety, ethical labour practices, human capital development and quality of life. Factors which are used to measure organizational culture are power distance, individualism/collectivism, masculinity/ femininity, uncertainty avoidance and long-term orientation. There are five factors used to assess organization citizenship behaviour. They are conscientiousness, sportsmanship, courtesy, civic virtue, helping behaviour. The two factors mainly used to assess job performance are task performance and contextual performance. This framework describes how internal CSR and organizational culture impact on OCB and how job performance is affected by OCB of staffs at Pun Hlaing Hospital.

CHAPTER 3
PROFILE AND INTERNAL CSR OF PUN HLAING HOSPITAL

This chapter consists of the profile and internal CSR practices of Pun Hlaing Hospital in details. The organization structure of the company is also demonstrated in this chapter to present the company profile more completely. Moreover, profile of respondents is presented in the last part of the chapter.

3.1   Profile and Organizational Structure of Pun Hlaing Hospital

Yoma-OUE Healthcare is committed to bring the care into health led by the flagship healthcare provider Pun Hlaing Hospitals, their staff and pool of full-time dedicated doctors. The first Pun Hlaing Hospital was established in Yangon in 2005. It is the only hospital in Myanmar to be awarded the American Joint Commission International Accreditation for quality and patient safety. Yoma-OUE Healthcare and Pun Hlaing Hospitals are managed and operated by First Myanmar Investment of Yoma Group and Singapore based OUE Lippo Healthcare. The hospital's flagship state-of-the-art 170 bed general hospital is in Pun Hlaing Estate in the Hlaing Tharyar Township. It is the only hospital in Myanmar to be awarded the prestigious Gold Seal of Approval for patient safety and quality by the Joint Commission International, USA.

Pun Hlaing Hospital has a unique model in Myanmar, in that it had full time specialist doctors who are dedicated to the institution within a departmental structure across most major specialties. Over 95% of the specialist doctors are Myanmar doctors with extensive experience in countries such as United State of America, United Kingdom, Australia, Malaysia, and Singapore. All of them have returned home with a primary purpose of bringing back their vast international experience to improve healthcare.

Clinical service model of Pun Hlaing Hospital aims to deliver health care that:

1.   Covers the continuum of care ranging from primary to tertiary.

2.   Practices an ethos of Clinical Governance where clinical excellence thrives.

3.   Creates affordability and accessibility through a tiered pricing mechanism where the room rates range from 15,000-150,000 MMK.

4.   Relies on Digital Connectivity and radiology to deliver a Hub and Spoke service across its facilities in Yangon and Mandalay; and

5.   Promotes a patient centred Multi-disciplinary Team Approach through a 24/7 doctor On Duty Model.

The hospital's service delivery protocols and procedures are benchmarked against Joint Commission International Accreditation Standards from the USA and the Australian Council of Healthcare standards from Australia hospital. The vision of Pun Hlaing Hospital is to spearhead international quality healthcare for the nation, and to reach widely through telehealth, own and partner facilities, home care, as well as free mobile clinics and dedicated beds for those, who cannot afford. The organization structure of Pun Hlaing Hospital is shown in Figure (3.1) as per follows:

As show in Figure (3.1), Pun Hlaing Hospital practices the functional organization structure that helps the people with similar knowledge and functional skills grouped together. Board of Director and Management Teams are overseeing the whole company. Chief Executive Officer (CEO) directly manages Finance department, Operation department, Human Resources department, Administration department, Marketing department, Information and Technology department. A Chief Executive Officer (CEO) is the highest-ranking executive in this company, and their primary responsibilities include making major corporate decisions, managing the overall operations and resources of a company, acting as the main point of communication between the board of directors and corporate operations, and being the public face of the company.

IT department presides over the overarching technology infrastructure. This includes developing marketable technology, suggesting new technologies to implement, interacting with external buyers and budgeting. It also handles customer support, engagement, and front-end content delivery. IT department is more concerned with developing new technology to improve revenue and sales opportunities and extending the company brand than day-to-day operations. Operation department oversees a company's business operations and reports to the CEO. Operation department ensures the company has effective operational and financial procedures in place.

Figure (3.1) Organization Structure of PUN HLAING HOSPITAL
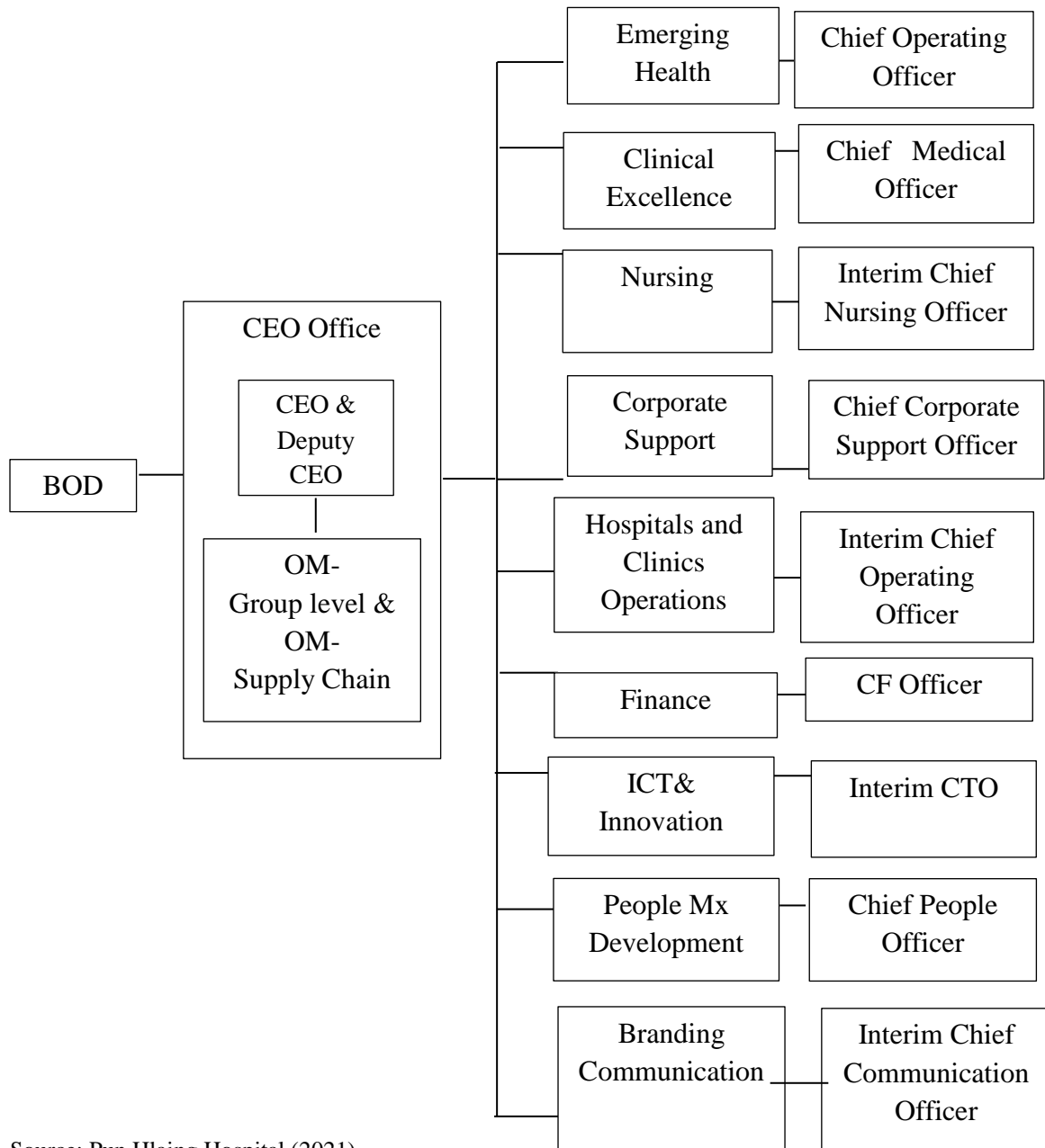
Source: Pun Hlaing Hospital (2021)

Clinical Excellence department is the executive in charge of developing the strategy for corporate advertising and branding, as well as customer outreach. As the senior most marketing position in the organization, marketing manager oversees these functions across all company product lines and geographies. Finance department's duties include tracking cash flow and financial planning as well as analyzing the company's financial strengths and weaknesses and proposing corrective actions.

In finance department, chief financial officer is like a treasurer or controller because they are responsible for managing the finance and accounting divisions and for ensuring that the company's financial reports are accurate and completed in a timely manner. The human resources department handles a range of different functions within an organization. The department is responsible for hiring and firing staffs, training staffs, maintaining interoffice relationships, and interpreting employment laws. The department works diligently behind the scenes to ensure an organization runs efficiently.

3.2   Internal CSR Practices

Pun Hlaing Hospital's CSR is to embrace responsibility for the company's sections and encourage a positive impact through its activities on the environment, consumers, staffs, communities, and to express in concern for the health and well-being of staffs, their training and participation in the business, equality of opportunities, work-family relationship. Pun Hlaing Hospital's pharmaceuticals has been actively practicing internal CSR since 2010, continuously balancing profit opportunities and sincere respect for people and the environment. Pun Hlaing Hospital has adopted the overall philosophy of internal CSR since 2010. Pun Hlaing Hospital puts the CSR philosophy into action by engaging in fair and beneficial business practices toward labor, the community, and the region where the corporation conducts its business. Pun Hlaing Hospital considers sustainable environmental practices when making decisions regarding the company's manufacturing operations. As a corporate philosophy, Pun Hlaing Hospital's CSR program functions to ensure and monitor active compliance with the spirit of the law, government regulations, ethical standards, and international norms. During pandemic, Pun Hlaing Hospital provides providing pandemic awareness, providing safe transporting, providing sanitary materials, improving primary care, increase number of doctors and nurses, reduce treatment costs, follow up on medical check-up and support non-mainstream illnesses.

3.2.1   Workplace Diversity

Pun Hlaing Hospital focuses on firm values on their leadership and offers a platform to express concerns freely. The hospital has strict policies against discrimination. Employees from different ethnicity work at Pun Hlaing Hospital. Pun Hlaing Hospital is always committed to diversity and inclusion. People from all cultures

and background are respected and valued at Pun Hlaing Hospital. Staffs always feel included and respected in this organization. Staffs at Pun Hlaing Hospital are comfortable talking about their background and cultural experiences and they interact freely with each other. There is an equal career development opportunity for all ethnicity, and everyone is encouraged to apply for higher positions.

3.2.2 Labor Rights

The staffs at Pun Hlaing hospital have a right to accept or reject the overtime without the threat of any adverse consequences to the job or career. The staffs have full right to be compensated for overtime work in a case where the staffs work over-time, they always get paid the wage of overtime at the rate of twice of their wage for that period. Pun Hlaing Hospital also provides three basic rights (1) the right to refuse dangerous work and know that they are protected from reprisal (2) the right to know about workplace hazards and have access to basic health and safety information and (3) the right to participate in health and safety discussions and health and safety committees. Pun Hlaing Hospital focuses on social sustainability, which includes promoting staffs' rights and safe working conditions, prevention of human trafficking, and elimination of illegal child labor from the sustainably sourced products and services.

3.2.3 Health and Safety

Medical staff face several health and safety hazards on a regular basis, from potential chemical and drug exposures to slips and trips. However, such incidents are prevented with effective labelling and signage in place in Pun Hlaing Hospital. The delivery of medical services requires a range of employees. In Pun Hlaing Hospital Clearly labelled handwash stations are utilized by the hospital to encourage members of staff to wash their hands after dealing with patients. Chemicals, hazardous drugs and materials that cause allergic reactions are among the main issues. To reduce those issues, clearly labelled substances and areas are provided by the hospital for a clean environment. It is morally right to ensure that staffs and staffs return home safe and healthy at the end of every working day.

3.2.4 Ethical Labor Practices

Pun Hlaing Hospital provides the staffs with paying the living wage or a commitment to train and develop the workforce. Pun Hlaing Hospital adapts four ethical labor practices such as respect the staffs' freedom to choose what's right for them, health care professionals do no harm to the patients, all choices are made with the intent to do good and treat and provide care fairly to all patients. Staffs who decide not to follow the highlighted codes of conduct receive verbal and written warnings and eventually lead to termination.

3.2.5 Human Capital Development

Pun Hlaing Hospital leverages the hospital's culture in recruiting which means that it features the staffs' stories on social media and career sites that highlight career paths and different ways in which the staffs support and contribute to the hospital's culture. Pun Hlaing Hospital provides training which ranges from on-the-job training to tuition assistance to team-building activities-not only along any given spectrum (in terms of quantitative and qualitative commitments), but also along multiple spectrums, such as skill development, project management and morale building. Human resources department is devoting adequate attention to the development of staffs by effectively managing overtime and reduce other potential causes of burnout such as lack of training or inefficient processes.

3.2.6 Quality of Life

Pun Hlaing Hospital provides the staffs by implementing flexible working hours to take care of personal problems during business hours and to get away from heavy traffic. The hospital provides opportunities for the development of the staffs by investing in the training programs. Pun Hlaing Hospital provides additional holiday, a small gift and presents as rewards and recognition. Pun Hlaing Hospital also supports the staffs by providing health care services and check-up for X-rays, blood tests, and clinical judgment.

3.3 Profile of Respondents

There are five items of demographic characteristics explored in this study to describe the demographic profile of the respondents. They are age, gender, position,

working experience and tenure with the organization and education. This study was conducted on convenience sampling method and sample size of 122 staffs including different levels of staffs from the organization.

Table (3.1) Profile of Respondents

Sr. No	Demographic Factors	No. of Respondents	Percent
	Total	**122**	**100.00**
1.	Gender: Male	37	30.40
	: Female	85	69.60
2.	Age: Below 21 years	12	09.80
	: 21-30 years	60	49.20
	: 31-40 years	22	18.00
	: 41-50 years	15	12.30
	: Above 50 years	13	10.70
3.	Education: Undergraduate	4	03.30
	: Graduate	62	50.80
	: Post Graduate	56	45.90
4.	Position : Manager & Above	22	18.00
	Assistant Manager	20	16.40
	Supervisor	28	23.00
	General Staff	52	42.60
5.	Working Experience: 1 to 3 years	25	20.50
	: 3 to 5 years	48	39.30
	: 5 to 10 years	39	31.90
	: Above 10 years	10	08.30

Source: Survey Data (2021)

The first analysis of the demographic characteristics of respondents is the gender analysis. As shown in Table (3.1), it shows the result of gender profile of respondents as there are 37 male respondents and 85 female respondents among 122 respondents.

Result findings shows that the age group under 21 years old respondents include 12 respondents, the age group 21-30 years old respondents include 60 respondents, the

age group 30-40 years old respondents include 22 respondents and, the age group older than 41 years old respondents include 28.

In this study, most of the respondents are educated person. Only 3.3 percent is undergraduate, and the rest of the 96.7 percent are graduated and post graduated. In the analysis of position, the dominant group of the respondents is general staff which accounts for 52 respondents (42.6%) of the total respondents. The second largest group is supervisor, 28 respondents who represent 23% of the total respondents. The third largest group is respondents who are manager & above level which account for 18% which equals to 22 respondents. The position of the minority is assistant manager position which account for 16.4% which have 20 respondents.

In this study, respondents who have working experiences one to three years are 25 respondents who account for 20.5%, 48 respondents with 39.3% for 3 to 5 years and 32% with 39 respondents for 6 to 10 years respectively. The minority groups account for 8.2% for above 10 years.

CHAPTER 4

ANALYSIS ON ORGANIZATION CITIZENSHIP BEHAVIOR AND JOB PERFORMANCE OF PUN HLAING HOSPITAL

This chapter presents results of the descriptive and analytical research on the analysis of effect of internal CSR and organizational culture on organizational citizenship behavior of Pun Hlaing Hospital and the effect of organizational citizenship behavior on job performance of Pun Hlaing Hospital.

4.1 Internal CSR and Organizational Culture

In this section, selected 122 numbers of staffs in Pun Hlaing Hospital are surveyed to identify their perception on internal CSR and organization culture of Pun Hlaing Hospital. The questionnaires were constructed by application of 5-point Likert scale to find out and record perceptions and views on internal CSR of Pun Hlaing Hospital. The 5-point Likert scale has a value rage 1 to 5 with "1 = strongly disagree" and "5 = strongly agree" for each question.

4.1.1 Internal CSR

Internal CSR instrument includes six dimensions such as workplace diversity, labor rights, health and safety, ethical labor practices, human capital development and quality of life. The mean value and standard deviation of the measurements of internal CSR is presented in Table (4.1).

Table (4.1) Internal CSR

Sr.	Internal CSR	Mean
1.	Workplace Diversity	3.76
2.	Labor Rights	3.84
3.	Health and Safety	3.96
4.	Ethical Labor Practices	3.82
5.	Human Capital Development	3.82
6.	Quality of Life	3.76
	Overall Mean	**3.80**

Source: Survey data, (2021)

From the results in the survey, every question carried more or less the same mean scores (average 3.8) answered by the respondents. As shown in the Table (4.1), health and safety for the staffs provided by Pun Hlaing Hospital turned out the highest mean score 3.96 and the workplace diversity and quality of life with the lowest mean 3.76. This indicated that staffs could enjoy their life to the fullest with 3.76 mean value. It enables Pun Hlaing Hospital to have a greater understanding on the points that the hospital is taking care of the healthcare of the staffs as priority and the hospital needs to focus on the diversity of the workplace and quality of life of the staffs. For the remaining factors, the study indicates that the hospital is focusing well on the trainings and development for the staffs and creating a challenging workplace.

(a) Workplace Diversity

The overall mean score of workplace diversity is 3.76 and it can be interpreted that the staffs perceive the workplace diversity is existed in Pun Hlaing Hospital. The highest mean score is 3.9 which indicate that the leadership at the hospital encourages diversity. Staffs can resolve their problems arising in their work themselves because their mean score is 3.62. The lowest mean score has 3.82 which indicates that the hospital respects individuals' different perceptions. According to overall mean score, staffs at Pun Hlaing Hospital are satisfied with workplace diversity and they have the right or condition of self-government. According to overall mean score, staffs at the hospital are satisfied with workplace diversity and they have the right or condition of self-government.

(b) Labor Rights

The overall mean score of labor rights is 3.84 and it means that most of the respondents perceive providing labor rights of the hospital as a kind of internal CSR. The highest mean score is 3.91 which indicate that staffs have break-time during the working day of the hospital. The lowest mean score is 3.64 which indicates that salaries for women and men are the same for the jobs of the same level. According to overall mean score, staffs at Pun Hlaing Hospital are satisfied with labor rights.

(c) Health and Safety

The overall mean score of health and safety is 3.94 and most of the respondents perceive that health and safety provided by the hospital as a means of internal CSR. The highest mean score is 4.09 which indicate that First-aid facilities are appropriate to the class of any risk identified. Staffs are informed of the action to take in emergency about fire and activity related emergency plans because it indicates 3.87 mean score which is the lowest. According to overall mean score, staffs at Pun Hlaing Hospital are satisfied with health and safety they feel they are fully safe and secure by the hospital's supports.

(d) Ethical Labor Practices

Most of the respondents perceive and it highlights that the ethical labor practices of the hospital support to internal CSR as the overall mean score of ethical labor practices is 3.82. The highest mean score is 3.88 which indicate that staffs need to sign various documents such as hospital rules and regulation agreement form. The least mean score is 3.73 and it indicates that staffs always take responsibility for decisions made both individually and in a team. According to overall mean score, staffs at Pun Hlaing Hospital are satisfied with ethical labor practices on how they get help from the hospital.

(e) Human Capital Development

The overall mean score of human capital development is 3.82 and it can be interpreted that the staffs perceive human capital development is existed in Pun Hlaing Hospital. The highest mean score is 4 which indicate all staffs are dedicated to achieving their goals. The least mean score is 3.48 and it indicates that the hospital provides us with new trainings and development sessions. According to overall mean score, staffs at Pun Hlaing Hospital are satisfied with human capital development and the staffs feel that their skills are developed over time by the support of the hospital.

(f) Quality of Life

The overall mean score of quality of life is 3.76 and it means that most of the respondents perceive providing the quality of life of the staffs as a kind of internal CSR. Among the means of optimism, the highest mean is found as staffs can enjoy their life to the fullest which indicates the mean score 3.93. The lowest mean score in quality of life is 3.61 which is found that mental health of the staffs is in good condition since they started

working in this hospital. In conclusion, according to the overall mean score, staffs are satisfied with quality of life which indicates their belief in ability to succeed in specific situations or accomplish a task.

4.1.2 Organizational Culture

In this study, a total of 122 respondents participated in the survey to dig out how staffs at Pun Hlaing Hospital consider organizational culture associated with power distance, individualism, masculinity, uncertainty avoidance and long-term orientation. The mean value and standard deviation of organizational culture as displayed in the Table (4.2).

Table (4.2) Organizational Culture

Sr.	Organizational Culture	Mean
1.	Power Distance	3.94
2.	Individualism	3.96
3.	Masculinity	3.95
4.	Uncertainty Avoidance	3.90
5.	Long-term Orientation	3.86
	Overall Mean	3.92

Source: Survey data, (2021)

From the results in the survey, every question carried more or less the same mean scores (average 3.92) answered by the respondents. Shown in the Table (4.2), individual of the staffs at Pun Hlaing Hospital turned out the highest mean score 3.96 and the long-term orientation with the lowest mean 3.86. This indicated that staffs rely on themselves most of the time with 3.96 mean value. It enables Pun Hlaing Hospital to have a greater understanding on the points that being a unique individual is important to each employee at the hospital, however the hospital needs to focus on long-term orientation where the hospital needs to aim to hold sustain and prosper position in market and encourage staffs to work towards that. For the remaining factors, the study indicates that the hospital provides the staffs to be able to easily thrive in chaotic environments by handling uncertain situation with low stress and anxiety level.

(a)   Power Distance

The overall mean score of power distance is 3.94 and it means that most of the respondents perceive providing the power distance of the hospital as a kind of organizational culture. Among the means of power distance, the highest mean is found as senior management of the hospital pay attention on staff's attitude which indicates the mean score 4.03. The lowest mean score in power distance is 3.86 which mean staffs always get support from senior management. In conclusion, according to the overall mean, staffs are satisfied with power distance, and they feel senior management always looks after the staffs.

(b)   Individualism

The overall mean score of individualism is 3.96 and most of the respondents perceive that that individualism provided by the hospital as a means of organizational culture. Among them, the highest mean is found as winning is everything with the mean score of 4.03. The lowest mean score in individualism is 3.88 but a good result which is found staffs rely on themselves most of the time. In conclusion, according to the overall mean score, staffs are satisfied with individualism which indicates their individual's subjective evaluation of their own worth.

(c)   Masculinity

The overall mean score of masculinity is 3.95 and most of the respondents perceive that that masculinity provided by the hospital as a means of organizational culture. Among the means of masculinity, staffs are assertive, tough, and focused on material success with the highest mean score of 4.06. The lowest mean score in masculinity is 3.88 but a good result which is found that staffs prefer to have freedom and release. In conclusion, according to the overall mean score, staffs are satisfied with masculinity which indicates their individual's subjective evaluation of their own worth.

(d)   Uncertainty Avoidance

The overall mean score of uncertainty avoidance is 3.9 and it means that most of the respondents perceive providing uncertainty avoidance of the hospital as a kind of organizational culture. Among the means of uncertainty avoidance, the highest mean is found as staffs feel that in the hospital, staffs do not need for precision and formalization

with the mean score of 4. The lowest mean score in uncertainty avoidance is 3.78 but a good result which is found that in the hospital, staffs can easily thrive in chaotic environments. In conclusion, according to the overall mean score, staffs are satisfied with uncertainty avoidance which indicates their individual's subjective evaluation of their own worth.

(e)   Long-term Orientation

The overall mean score of long-term orientation is 3.86 and it means that most of the respondents perceive providing long-term orientation of the hospital as a kind of organizational culture. Among them, the highest mean is found as staffs feel that the hospital constantly looks for new ways to improve and overcome its shortcomings with the mean score of 3.94. The lowest mean score is 3.73 but a good result which is found that the hospital establishes the predetermined goals and set the ways to achieving them effectively and efficiently. In conclusion, according to the overall mean score, staffs are satisfied with long-term orientation which indicates their individual's subjective evaluation of their own worth.

4.2   Organizational Citizenship Behavior

This section shows the mean values of organizational citizenship behavior of staffs in five variables such as Conscientiousness, sportsmanship, courtesy, civic virtue and helping behavior and standard deviation of organizational citizenship behavior in Table (4.3).

Table (4.3) Organizational Citizenship Behavior

Sr.	Organizational Citizenship Behavior	Mean
1.	Conscientiousness	3.90
2.	Sportsmanship	3.77
3.	Courtesy	3.95
4.	Civic Virtue	3.82
5.	Helping behavior	3.85
	Overall Mean	**3.86**

Source: Survey data, (2021)

With reference to the Table (4.3), the mean scores of the results of all the five questions were 3 and above with an average score of 3.86. It indicates that staffs have good perception on the organizational citizenship behavior provided by the company. The result indicates that staffs always ask their colleagues on their work situation carefully with mean of 3.95 which is the highest. The lowest mean score is 3.77 which indicates that management needs to focus on the sportsmanship in which staffs need to have a positive attitude whenever they face difficulties. They have influence in the planning of their work activities as it has 3.82 mean score. Moreover, staffs are mentally resilient which indicates 3.90 mean score for them. According to overall mean score, staffs at Pun Hlaing Hospital are proud of the work they do and are always dedicated to achieving their goals.

(a)   Conscientiousness

The overall mean score of conscientiousness is 3.9 and it means that most of the respondents perceive providing conscientiousness of the hospital as a kind of OCB. The highest mean score is 4 which indicate that at the hospital, staffs are very competent person. They have least mean values that staffs feel inspired about carrying out their job activities as it has 3.82 mean score which is the lowest. According to overall mean score, staffs at Pun Hlaing Hospital are satisfied with conscientiousness and the hospital's policies or procedures encourage inclusion and equity.

(b)   Sportsmanship

Most of the respondents perceive and its highlights that the sportsmanship of the hospital support to OCB as the overall mean score of ethical labor practices is 3.77. The highest mean score is 3.91 which indicate that staffs follow of the rules whatever they do. They have least mean values with mean value of 3.64 on that even if staffs have to disagree, they share their feelings kindly without aggressiveness. In overall mean score, staffs at Pun Hlaing Hospital are satisfied with sportsmanship on how they have done in their work activities and follow of the rules whatever they do.

(c)   Courtesy

The overall mean score of courtesy is 3.95 and it means that most of the respondents perceive providing courtesy of the hospital as a kind of OCB. The highest mean score is 4.09 which indicate staffs are always ready to listen to their colleagues. They have least mean value of 3.87 that staffs greet to their colleagues every morning. According to overall mean score, staffs at Pun Hlaing Hospital are satisfied with courtesy and they care about their colleagues' emotions.

(d)   Civic Virtue

Most of the respondents perceive and it highlights that the civic virtue of the hospital support to OCB as the overall mean score of civic virtue is 3.82. Among them, the highest mean is found as staffs feel that in the hospital staffs feel their workplace is an essential part of their existence of 3.88. The lowest mean score is 3.73 but a good result which is found that in the hospital, staffs proud of their organization. In conclusion, according to the overall mean score, staffs are satisfied with civic virtue which indicates their individual's subjective evaluation of their own worth and they actively engage in the constructive involvement in the governance of the organization.

(e)   Helping behavior

The overall mean score of helping behavior is 3.85 and it means that most of the respondents perceive providing helping behavior of the hospital as a kind of OCB. Among them, the highest mean is found as staffs believe that volunteering to help someone is very rewarding with mean value of 4. The lowest mean score in helping behavior is 3.48 but a good result which is found that staffs try to offer their help in their colleagues' daily operations. In conclusion, according to the overall mean score, staffs are satisfied with helping behavior which indicates their individual's subjective evaluation of their own worth and staffs try to offer their help in their colleagues' daily operations.

4.3   Analysis on the Effect of Internal CSR on Organization Citizenship Behavior

To analyze the effect of internal CSR on OCB, the mean value of OCB is regressed with the mean value of the six measurements of internal CSR which includes workplace diversity, labor rights, health and safety, ethical labor practices, human capital development and quality of life. The results of the analysis are presented in Table (4.4).

Table (4.4) The Effect of Internal CSR on Organization Citizenship Behavior

Variables	Unstandardized Coefficients		Standardized Coefficients (Beta)	t	Sig.	VIF
	B	Std. Error				
(Constant)	.957	.175		5.463	.000	
Workplace diversity	.165*	.085	.213	1.950	.054	4.451
Labor rights	.087	.089	.112	.977	.332	4.848
Health and Safety	.453***	.079	.563	5.732	.000	3.583
Ethical labor practices	.033	.063	.044	.523	.602	2.648
Human capital development	.317**	.095	.412	3.977	.023	2.048
Quality of life	.465***	.085	.613	4.950	.000	3.451
R	0.875					
R Square	0.766					
Adjusted R Square	0.755					
F Value	71.21***					
Durbin-Watson	2.086					

Source: Survey data (2021)

*** significant at 1%, ** significant at 5%, * significant at 10%

As show in Table (4.4), since the value of the adjusted R square is 0.755, this model can explain 75.5% of the variation of OCB, which is predicted by the measures of internal CSR namely, workplace diversity, labor rights, health and safety, ethical labor practices, human capital development and quality of life. Since F-value, the overall significance of the model is highly significant at 1% level, the model is said to be valid.

The coefficient of health and safety and quality of life is significant at 1 percent level, and that of human capital development at 5 percent level and workplace diversity at 10 percent level.

As shown in Table (4.4), the quality of life has significantly positive effect on OCB of employees. A unit increase in quality-of-life results in 0.465 unit increase in OCB of the staffs. The supports of the hospital such as providing medical check-up service for the staff, creating work life balance situation are factors to increase the OCB of staffs in Pun Hlaing Hospital.

Moreover, health and safety has significantly positive effect on OCB of employees. A unit increase in health and safety results in 0.453 unit increase in OCB of the staffs at Pun Hlaing Hospital. The supports of the hospital such as providing clearly labelled substances and areas which are provided for a clean environment to prevent chemicals, hazardous drugs and materials that cause allergic reactions and delivery of medical service to employees are factors to increase the OCB of staffs in Pun Hlaing Hospital.

In addition, human capital development has a significant positive effect on OCB of employees. A unit increase in human capital development results in 0.317 unit increase in OCB of the staffs at Pun Hlaing Hospital. Hospital provides supports such as training which ranges from on-the-job training to tuition assistance to team-building activities for multiple spectrums, such as skill development, project management and morale building are factors to increase the OCB of staffs in Pun Hlaing Hospital.

Workplace diversity has also significantly positive effect on OCB of employees. A unit increase in workplace diversity results in 0.165 unit increase in OCB of the staffs at Pun Hlaing Hospital. The hospital provides an equal career development opportunity for all ethnicities. Moreover, every staff has the equal chance to apply for higher positions. These factors lead to increase the OCB of staffs in Pun Hlaing Hospital.

According to the standardized coefficient (Beta), quality of life is the most contributing factor to OCB followed by health and safety, human capital development and workplace diversity. Since Pun Hlaing Hospital creates work-life balance environment and maintain the physical and mental health of the staffs, the quality of life is the largest contributor for the OCB of staffs in Pun Hlaing Hospital.

4.4 Analysis on the Effect of Organizational Culture on Organization Citizenship Behavior

To analyze the effect of organizational culture on OCB, the mean value of OCB is regressed with the mean value of five measurements of organizational culture which includes power distance, individualism, masculinity, uncertainty avoidance and long-term orientation. The results of the analysis are presented in Table (4.5).

Table (4.5) The Effect of Organizational Culture on Organization Citizenship Behavior

Variables	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	VIF
	B	Std. Error	Beta			
(Constant)	.819	.273		2.996	.004	
Power distance	-.011	.132	-.011	-0.150	.882	2.839
Individualism	-.013	.140	-.017	-.226	.822	4.848
Masculinity	.544***	.123	.541	4.411	.000	3.583
Uncertainty Avoidance	.323***	.098	.348	3.299	.000	2.648
Long-term orientation	.314***	.086	.459	3.896	.000	2.930
R	0.797					
R Square	0.635					
Adjusted R Square	0.618					
F Value	37.809***					
Durbin-Watson	2.042					

Source: Survey data (2021)

*** significant at 1%, ** significant at 5%, * significant at 10%

As shown in Table (4.5), since the value of the adjusted R square is 0.618, this model can explain 61.8% of the variation of OCB, which is predicted by the measures of organizational culture namely, power distance, individualism, masculinity, uncertainty avoidance and long-term orientation. Since F-value, the overall significance of the model is highly significant at 1% level, the model is said to be valid.

Among five dimension of OCB, masculinity, uncertainty avoidance and long-term orientation have the significant positive effect on OCB at 1 percent level.

Masculinity has significantly positive effect on OCB of employees. A unit increase in masculinity results in 0.544 unit increase in OCB of the staffs at Pun Hlaing Hospital. The supports of the hospital such as leadership training and workshops which staffs can learn how to survive on a thriving workplace are factors that may increase the OCB of staffs in Pun Hlaing Hospital.

In addition, uncertainty avoidance has significantly positive effect on OCB of employees. A unit increase in uncertainty avoidance results in 0.323 unit increase in OCB of the staffs at Pun Hlaing Hospital. The hospital holds monthly meetings with leadership team and discusses on difficulties and problems encountered by the staffs to handle uncertain situation with low stress and anxiety level. Such provisions of hospital contribute   to increase the OCB of staffs in Pun Hlaing Hospital.

Moreover, long-term orientation has significantly positive effect on OCB of employees. A unit increase in long-term orientation results in 0.314 unit increase in OCB of the staffs at Pun Hlaing Hospital. Pun Hlaing Hospital supports the staffs by providing pension and gratuity policy, staffs competency plans and discount plan for the staff and their family to use hospital clinic services and these factors tend to increase the OCB of staffs in Pun Hlaing Hospital.

According to the standardized coefficient (Beta), masculinity is the most contributing factor to OCB followed by long-term orientation and uncertainty avoidance. Since staffs at Pun Hlaing Hospital are mostly characterized as single-task oriented and problem solver, they can take control of every situation and problems they encountered.

4.5   Analysis on the Effect of Organizational Citizenship Behavior on Job Performance

Performance in a job is strictly a behavior and a separate entity from the outcomes of a particular job which relate to success and productivity. Task performance involves activities that support the technical part and service of a firm or an organization, such as coordinating and planning while contextual performance involves the activities that employees carry out to contribute to the social and psychological core of an organization.

4.5.1   Job Performance

This section provides the descriptive analysis of job performance of employees in Pun Hlaing Hospital. The mean values and standard deviation of task performance and contextual performance are presented in Table (4.6).

<div align="center">**Table (4.6) Job Performance**</div>

Sr.	Job Performance	Mean
1.	Task Performance.	3.96
2.	Contextual Performance.	4.00
	Overall Mean	**3.98**

Source: Survey data, (2021)

Among them, as supported by the higher mean score 4, the respondents strongly agreed on task performance that the staffs can always take on challenging work tasks and they always take on extra responsibilities. They always come up with creative solutions to new problems and actively look for ways to improve their performance at work. In addition, with 3.96 mean level means that the staffs have good perception on task performance in the way that staffs kept in mind the results that they must achieve in their work. Staffs can separate issues of personal life from issues at the workplace within the hospital. This consistently demonstrates a high possibility of positive correlation and effect of OCB on job performance.

(a)   Task Performance

The overall mean score of task performance is 3.96 and it means that most of the respondents perceive providing task performance of the hospital as a kind of job performance. Among them, the highest mean is found that staffs manage to plan their work by then it is done on time with the mean score of 4.09. The lowest mean is found as 3.9 in which collaboration with other co-workers is very productive. However, 3.9 is still a good result for job performance. According to the overall mean score, task performance done by staffs is satisfied and leads to better job performance.

(b)   Contextual Performance

The overall mean score of contextual performance is 4 and it means that most of the respondents perceive providing contextual performance of the hospital as a kind of job performance. Among the mean values, it is found that staffs actively look for ways to improve their performance at work with the mean score of 4.15. The lowest mean value is found as 3.9 in which staffs come up with creative solutions to new problems. However, 3.9 is still a good result for job performance. According to the overall mean score,

contextual performance done by staffs is very satisfactory and leads to better job performance.

4.5.2 The Effect of Organization Citizenship Behavior on Job Performance

To analyze the relationship between organization citizenship behavior and job performance, a multi-linear regression model is applied in which, the dependent variable is job performance, and the independent variable is five factors of organization citizenship behavior. The results of the analysis are presented in Table (4.7).

As shown in Table (4.7), since the value of the adjusted R square is 0.636, this model can explain 63.6% of the variation of job performance, which is predicted by the measures of OCB namely, conscientiousness, sportsmanship, courtesy, civic virtue and helping behavior. Since F-value, the overall significance of the model is highly significant at 1% level, the model is said to be valid. The coefficient of conscientiousness, civic virtue and helping behavior is significant at 1 percent level, and that of courtesy at 10 percent level.

Table (4.7) The Effect of Organization Citizenship Behavior on Job Performance

Variables	Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.	VIF
	B	Std. Error				
(Constant)	.466	.218		2.135	.036	
Conscientiousness	.426***	.099	.394	4.307	.000	3.204
Sportsmanship	-.009	.050	-.010	-0.185	.856	2.290
Courtesy	.154*	.063	.256	1.966	.052	1.747
Civic Virtue	.285***	.097	.628	2.942	.000	2.187
Helping behavior	.369***	.094	.458	3.933	.000	2.034
R	0.878					
R Square	0.771					
Adjusted R Square	0.636					
F Value	98.546***					
Durbin-Watson	1.889					

Source: Survey data (2021)

*** significant at 1%, ** significant at 5%, * significant at 10%

Conscientiousness has significantly positive effect on job performance of employees. A unit increase in conscientiousness results in 0.426 unit increase in job performance of the staffs at Pun Hlaing Hospital. The hospital provides workshops with the aims to complete the assigned tasks on time and to improve the overall work performance of the staff. These factors contribute to the improvement of conscientiousness and thereby increase job performance of staffs at Pun Hlaing Hospital.

In addition, helping behavior has significantly positive effect on job performance of employees. A unit increase in helping behavior results in 0.369 unit increase in job performance of the staffs at Pun Hlaing Hospital. In the hospital, such kind of activities as sharing personal resources, time, effort and expertise for volunteers works can motivate, the staff and thereby, promote their job performance.

Moreover, civic virtue has significantly positive effect on job performance of employees. A unit increase in civic virtue results in 0.285 unit increase in job performance of the staffs at Pun Hlaing Hospital. At the hospital, management provides the staffs for voting right, opportunities and participating in monthly decision-making meeting and staffs actively engage in the constructive involvement in the governance of the organization. These factors contribute to increase job performance of staffs at Pun Hlaing Hospital.

Courtesy has significantly positive effect on job performance of employees. a unit increase in courtesy results in 0.154 unit increase in job performance of the staffs at Pun Hlaing Hospital. Senior management always train the staffs to be punctual and pay attention to time, developing staff attitude in align with organizational core values and these factors lead to enhance the job performance of staffs at Pun Hlaing Hospital.

According to the standardized coefficient (Beta), civic virtue is the most contributing factor to job performance followed by helping behavior, conscientiousness, and courtesy. Since Pun Hlaing Hospital always try to support the staffs to feel their workplace is an essential part of their existence, the staffs always feel inspired about carrying out their job activities. It can be the main reason that civic virtue is the main contributor of enhancing job performance of the staff in Pun Hlaing Hospital.

CHAPTER 5
CONCLUSIONS

In this chapter, there are three parts. First part presents the findings of the analysis on internal CSR, organizational culture, organization citizenship behavior and job performance of employees in Pun Hlaing Hospital. The second part presents suggestions, and the last part is needs for future research.

5.1   Findings and Discussions

This study explores the influence of internal CSR and organizational culture on organization citizenship behavior and job performance in Pun Hlaing Hospital. There are three main objectives in this study. The first is to analyze the effect of internal CSR on OCB at Pun Hlaing Hospital. To achieve the first objective of the study, it explored internal CSR which is based on workplace diversity, labor rights, health and safety, ethical labor practices, human capital development and quality of life. To achieve the second objective of the study, it explored organizational culture which is based on power distance, individualism, masculinity, uncertainty avoidance and long-term orientation. To achieve the third objective of the study, it explored OCB which is based on conscientiousness, sportsmanship, courtesy, civic virtue and helping behavior.

For the first objective, workplace diversity, health and safety, human capital development and quality of life are influencing factors on OCB. It is found that the supports of the hospital such as providing medical check-up service for the staff, creating work life balance situation are factors to increase the OCB of staffs in Pun Hlaing Hospital. Moreover, Pun Hlaing Hospital also provides clearly labelled substances and areas which are provided for a clean environment to prevent chemicals, hazardous drugs and materials that cause allergic reactions are factors to increase the OCB of staffs in Pun Hlaing Hospital. The hospital also provides workshops and on-the-job training to tuition assistance to team-building activities-not only along any given spectrum but also along multiple spectrums, such as skill development, project management and morale building are factors to increase the OCB of staffs in Pun Hlaing Hospital.

For the second objective, masculinity, uncertainty avoidance and long-term orientation are significant factors to OCB. The results from the analysis on the effect of organizational culture on OCB indicate that the supports of the hospital such as leadership

training and workshops which staffs can learn how to survive on a thriving workplace are factors to increase the OCB of staffs in Pun Hlaing Hospital. Pun Hlaing Hospital provides monthly meetings with leadership team and discuss on difficulties and problems encounter for the staffs to handle uncertain situation with low stress and anxiety level, are factors to increase the OCB of staffs in Pun Hlaing Hospital. Pun Hlaing Hospital supports the staffs by providing Pension and Gratuity Policy for long-term services which is the factor to increase OCB of staffs in Pun Hlaing Hospital.

For the third objective, conscientiousness, courtesy, civic virtue and helping behavior are influencing factors to job performance. The analysis on the effect of organizational citizenship behavior on job performance at Pun Hlaing Hospital indicates that most of the respondents have high level of perception on conscientiousness, courtesy, civic virtue and helping behavior on job performance. According to the survey results, Pun Hlaing Hospital provides workshops which include completing a series of tasks over a regulated period to change habits and therefore improve conscientiousness of the staffs at Pun Hlaing. Management allows the staffs in voting, volunteering, organizing a book group, or attending a monthly decision-making meeting and staffs actively engage in the constructive involvement in the governance of the organization. These all factors to increase the task performance and contextual performance of staffs in Pun Hlaing Hospital.

5.2   Suggestions and Recommendations

According to the survey results, Pun Hlaing Hospital needs to emphasize on developing influencing factors and monitor the requirement of employees' perception and working environment to get more high level of organizational citizenship behavior with influencing factors from both internal CSR and organizational culture.

According to the results of internal CSR on OCB, the hospital needs to emphasize more on labor rights of the staffs in which there is no discrimination within the hospital and place better confidential procedure for misconduct to increase the internal CSR. The study suggests that Pun Hlaing Hospital also needs to focus on the perception of staffs on ethical labor practices. Apart from the hospital's supporting programs for education and health of staffs, the hospital needs to make more donation to orphanage house, nursing home, flood victims, etc., by then the perception of the staffs towards the hospital can be increased.

From organizational culture point of view, Pun Hlaing Hospital needs to focus on the staffs' perception on power distance and individualism. It can be improved by planning a monthly sharing session between senior management and the staffs to share their whole month experiences and senior managers should welcome all the staffs' suggestions, opinions, and inputs. By doing that, staffs at Pun Hlaing hospital feel that they can count on their senior management by sharing full information with good communication. To develop more on the staff's perception on long-term orientation, senior management needs to plan corporate actions of helping employees, such as providing fair treatment, organizing good working environment training, and career development opportunities which can provide the staffs with a strong sense of organizational support.

For improving job performance, the hospital needs staffs to get the job done effectively and efficiently because job performance is critical to the overall success of hospital. Moreover, the hospital also needs to emphasize on staff's activities whether they take on challenging work tasks when they are available and whether they take on extra responsibilities when their original tasks are finished. To maintain the success of the hospital, staffs need to be able to perform their work well within minimal time and effort. The hospital needs to encourage and emphasize staffs' independent thought and action and has to give a chance to utilize their skills, abilities and experiences in their current position. Finally, Pun Hlaing Hospital needs to understand the key benefits of job performance, then they can develop consistent and objective methods for evaluating staffs.

5.3   Needs for Further Research

This research is only emphasized on Pun Hlaing Hospital in Yangon and does not cover all the staffs other Pun Hlaing Clinics in Yangon area and Pun Hlaing Hospitals in other cities. The further research needs to be conducted using a larger sample to present more concrete analysis of data. The further study can be more complete if the analysis can be conducted by classifying managerial level and non-managerial level employees. Since the present survey is made to only 122 respondents from head office of Pun Hlaing Hospital in Yangon, future research can extend to include different branches of Pun Hlaing Hospital with more structured interviews, data collection procedure and evaluation methods. The study focuses and emphasizes on internal CSR, organizational culture,

organizational citizenship behavior and job performance. Therefore, further study can be worthwhile by analyzing different factors that influence the job performance of employees.

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APPENDICES

Appendix A: Survey Questionnaire

The Effect of Internal CSR and Organizational Culture on OCB and Job Performance of PUN HLAING HOSPITAL

Section (A): Demographic Information

Please tick [√] the appropriate answer for each of the following questions.

1. Gender

    Male [ ]   Female [ ]

2. Age

    Below 21 years [ ]   21-30 years [ ]   31-40 years [ ]
    41-50 years [ ]   Above 50 years [ ]

3. Education

    Undergraduate [ ]   Bachelor Degree [ ]   Master Degree [ ]
    PhD [ ]   Other [ ]

4. Position

    General Staff [ ]   Supervisor [ ]   Assistant Manager [ ]
    Manager & Above [ ]

5. Division …………………………………

6. Year of Service in the Firm

    Under 1 year [ ]   1-3 year [ ]   3 – 5 years [ ]
    5-10 years   [ ]   Above 10 years

"Thank you so much for your valuable time"

Section (B)

The following questions indicate how internal CSR and organizational culture effect on employees and how they contribute to organizational citizenship behavior and job performance.

Please circle the number to indicate the extent to which you agree with the following statements.

1. Strongly disagree

2. Disagree

3. Neither disagree nor agree

4. Agree

5. Strongly agree

Part I. Internal CSR

I. Workplace Diversity		Scale				
1.	The leadership at our hospital encourages diversity.	1	2	3	4	5
2.	Our hospital respects individuals' different perceptions.	1	2	3	4	5
3.	Our hospital is an effective working place of people with different backgrounds, beliefs, and experiences.	1	2	3	4	5
4.	Our hospital provides an environment for free and open expression of ideas, opinions, and beliefs.	1	2	3	4	5
5.	Our hospital's policies or procedures encourage inclusion and equity.	1	2	3	4	5

II. Labor Rights		Scale				
1.	Employment contracts clearly specify the terms and conditions of employment, e.g., length of employment, working hours, wages, benefits, holidays, overtime remuneration.	1	2	3	4	5
2.	Staffs have break-time during the working day of the hospital.	1	2	3	4	5
3.	Our hospital allows paid leave for staff (e.g., sick leave).	1	2	3	4	5
4.	Staffs understand how their salary is determined.	1	2	3	4	5
5.	Salaries for women and men are the same for the jobs of the same level.	1	2	3	4	5

III.	Health and Safety	Scale				
1.	Our hospital has a written policy for health, safety, and welfare at work.	1	2	3	4	5
2.	In our hospital, the staffs are informed of the precautions to take and what to do in an emergency.	1	2	3	4	5
3.	Management conducts well on a procedure of investigating work-related accidents within our hospital.	1	2	3	4	5
4.	First-aid facilities are appropriate to the class of any risk identified.	1	2	3	4	5
5.	Staffs are informed of the action to take in emergency about fire and activity related emergency plans.	1	2	3	4	5

IV.	Ethical Labor Practices	Scale				
1.	Staffs need to sign various documents such as hospital rules and regulation agreement form.	1	2	3	4	5
2.	Staffs conduct effective communication to avoid misunderstanding when dealing with issues.	1	2	3	4	5
3.	Staffs develop professional relationships with coworkers or other professionals outside the workplace.	1	2	3	4	5
4.	Staffs always take responsibility for decisions made both individually and in a team.	1	2	3	4	5
5.	Staffs don't do anything that may negatively affect the interdepartmental trust.	1	2	3	4	5

V.	Human Capital Development	Scale				
1.	All staffs of the hospital have very well career development opportunities.	1	2	3	4	5
2.	All jobs are challenging enough for the staff.	1	2	3	4	5
3.	All staffs are dedicated to achieving their goals. (Work done in time)	1	2	3	4	5
4.	Our senior management is always available when we need advice.	1	2	3	4	5
5.	Our hospital provides us with new trainings and development sessions.	1	2	3	4	5

VI.	**Quality of Life**		Scale			
1.	Staffs can enjoy their life to the fullest.	1	2	3	4	5
2.	Mental health of the staffs is in good condition since they started working in this hospital.	1	2	3	4	5
3.	Physical health of the staffs is in good condition since they started working in this hospital.	1	2	3	4	5
4.	Staffs can balance work and personal life.	1	2	3	4	5
5.	Staffs can sleep without stress at night.	1	2	3	4	5

Part II. Organizational Culture

I.	**Power Distance**		Scale			
1.	Staffs can deal with their superiors.	1	2	3	4	5
2.	Senior management of the hospital always considers about the competency of the staff.	1	2	3	4	5
3.	Senior management of the hospital pay attention on staff's attitude.	1	2	3	4	5
4.	Staffs always get support from senior management.	1	2	3	4	5
5.	Staffs have the chance to participate in decision-making process related to their job.	1	2	3	4	5

II.	**Individualism**		Scale			
1.	Staffs rely on themselves most of the time.	1	2	3	4	5
2.	Winning is everything.	1	2	3	4	5
3.	Being a unique individual is important to each employee at the hospital.	1	2	3	4	5
4.	Staffs' happiness at the workplace do not depend on other colleagues (doctors, nurses and so on).	1	2	3	4	5
5.	Staffs like sharing little things with others.	1	2	3	4	5

III. Masculinity	Scale				
1. Staffs prefer to have freedom and release.	1	2	3	4	5
2. Staffs are assertive, tough, and focused on material success.	1	2	3	4	5
3. Staffs are single-task oriented and problem solver.	1	2	3	4	5
4. When faced with new challenges, staffs are able to take control of the situation.	1	2	3	4	5
5. Staffs prefer admiration and appreciation.	1	2	3	4	5

IV. Uncertainty Avoidance	Scale				
1. In our hospital, staffs can easily thrive in chaotic environments.	1	2	3	4	5
2. In our hospital, staffs do not need for precision and formalization.	1	2	3	4	5
3. In our hospital, staffs focus on decision content.	1	2	3	4	5
4. Staffs are good at implementation but weak in invention.	1	2	3	4	5
5. Staffs can handle uncertain situation with low stress and anxiety level.	1	2	3	4	5

V. Long-Term Orientation	Scale				
1. Our hospital establishes the predetermined goals and set the ways to achieving them effectively and efficiently.	1	2	3	4	5
2. Our hospital constantly looks for new ways to improve and overcome its shortcomings.	1	2	3	4	5
3. Our hospital aims to hold sustain and prosper position in market and encourage staffs to work towards that.	1	2	3	4	5
4. Senior management always keeps the control of the risk and try to use resources in sustainable ways.	1	2	3	4	5
5. In our hospital, staff tend to learn for future needs.	1	2	3	4	5

Part III: Organizational Citizenship Behavior

	I. Conscientiousness	Scale				
1.	At the hospital, staffs are very competent person.	1	2	3	4	5
2.	Staffs feel inspired about carrying out their job activities.	1	2	3	4	5
3.	Staffs proud of the work that they do.	1	2	3	4	5
4.	Staffs are dedicated to achieving their goals. (Work done in time)	1	2	3	4	5
5.	At workplace, staffs are mentally resilient.	1	2	3	4	5

	II. Sportsmanship	Scale				
1.	Whenever they win, staffs congratulate the other person and they do not brag.	1	2	3	4	5
2.	Staffs follow of the rules whatever they do.	1	2	3	4	5
3.	Staffs still have a positive attitude ever though they lose.	1	2	3	4	5
4.	Staffs listen to everyone's ideas and opinions.	1	2	3	4	5
5.	Even if they have to disagree, they share their feelings kindly without aggressiveness.	1	2	3	4	5

	III. Courtesy	Scale				
1.	Staffs greet to their colleagues every morning.	1	2	3	4	5
2.	Staffs also respond politely to their colleagues' questions.	1	2	3	4	5
3.	Staffs always ask their colleagues on their work situation carefully.	1	2	3	4	5
4.	Staffs always ready to listen to their colleagues.	1	2	3	4	5
5.	Staffs care about their colleagues' emotions.	1	2	3	4	5

IV. Civic Virtue		Scale			
1. Staffs feel their workplace is an essential part of their existence.	1	2	3	4	5
2. Staffs have deep concerns and active interest in their organization.	1	2	3	4	5
3. Staffs feel inspired about carrying out their job activities.	1	2	3	4	5
4. Staffs proud of their organization.	1	2	3	4	5
5. Staffs actively engage in the constructive involvement in the governance of the organization.	1	2	3	4	5

V. Helping Behavior		Scale			
1. When given the opportunities, staffs enjoy aiding others.	1	2	3	4	5
2. Staffs feel wonderful to assist others in need.	1	2	3	4	5
3. Staffs believe that volunteering to help someone is very rewarding.	1	2	3	4	5
4. Staffs do not consider that helping others is a waste of time.	1	2	3	4	5
5. Staffs try to offer their help in their colleagues' daily operations.	1	2	3	4	5

Part IV: Job Performance

I. Task Performance		Scale			
1. I managed to plan my work so that it was done on time.	1	2	3	4	5
2. My planning was optimal.	1	2	3	4	5
3. I kept in mind the results that I had to achieve in my work.	1	2	3	4	5
4. I was able to separate man issues from side issues at I work.	1	2	3	4	5
5. I know how to set the right priorities.	1	2	3	4	5
6. I was able to perform my work well with minimal time and effort.	1	2	3	4	5
7. Collaboration with others was very productive.	1	2	3	4	5

I. **Contextual Performance**	Scale				
1. I took on extra responsibilities.	1	2	3	4	5
2. I started new tasks myself, when my old ones were finished.	1	2	3	4	5
3. I took on challenging work tasks, when available.	1	2	3	4	5
4. I worked at keeping my job knowledge up-to-date.	1	2	3	4	5
5. I came up with creative solution to new problems.	1	2	3	4	5
6. I actively participated in work meetings.	1	2	3	4	5
7. I actively looked for ways to improve my performance at work.	1	2	3	4	5

Appendix B: Internal CSR

Sr.	Workplace Diversity	Mean
1.	The leadership at our hospital encourages diversity.	3.70
2.	Our hospital respects individuals' different perceptions.	3.80
3.	Our hospital is an effective working place of people with different backgrounds, beliefs, and experiences.	3.62
4.	Our hospital provides an environment for free and open expression of ideas, opinions, and beliefs.	3.90
5.	Our hospital's policies or procedures encourage inclusion and equity.	3.80
	Overall Mean	**3.76**

Sr.	Labor Rights	Mean
1.	Employment contracts clearly specify the terms and conditions of employment, e.g., length of employment, working hours, wages, benefits, holidays, overtime remuneration.	3.75
2.	Staffs have break-time during the working day of the hospital.	3.91
3.	Our hospital allows paid leave for staff (e.g., sick leave).	3.76
4.	Staffs understand how their salary is determined.	3.78
5.	Salaries for women and men are the same for the jobs of the same level.	3.64
	Overall Mean	**3.84**

Sr.	Health and Safety	Mean
1.	Our hospital has a written policy for health, safety, and welfare at work.	3.87
2.	In our hospital, the staffs are informed of the precautions to take and what to do in an emergency.	3.91
3.	Management conducts well on a procedure of investigating work-related accidents within our hospital.	4.00
4.	First-aid facilities are appropriate to the class of any risk identified.	4.09
5.	Staffs are informed of the action to take in emergency about fire and activity related emergency plans.	3.87
	Overall Mean	**3.84**

Sr.	Ethical Labor Practices	Mean
1.	Staffs need to sign various documents such as hospital rules and regulation agreement form.	3.88
2.	Staffs conduct effective communication to avoid misunderstanding when dealing with issues.	3.87
3.	Staffs develop professional relationships with coworkers or other professionals outside the workplace.	3.83
4.	Staffs always take responsibility for decisions made both individually and in a team.	3.73
5.	Staffs don't do anything that may negatively affect the interdepartmental trust.	3.78
	Overall Mean	**3.82**

Sr.	Human Capital Development	Mean
1.	All staffs of the hospital have very well career development opportunities.	3.91
2.	All jobs are challenging enough for the staff.	3.89
3.	All staffs are dedicated to achieving their goals. (Work done in time)	4.00
4.	Our senior management is always available when we need advice.	3.84
5.	Our hospital provides us with new trainings and development sessions.	3.48
	Overall Mean	**3.82**

Sr.	Quality of Life	Mean
1.	Staffs can enjoy their life to the fullest.	3.93
2.	Mental health of the staffs is in good condition since they started working in this hospital.	3.61
3.	Physical health of the staffs is in good condition since they started working in this hospital.	3.76
4.	Staffs can balance work and personal life.	3.68
5.	Staffs can sleep without stress at night.	3.8
	Overall Mean	**3.76**

Appendix C: Organizational Culture

Sr.	Power Distance	Mean
1.	Staffs can deal with their superiors.	3.90
2.	Senior management of the hospital always considers about the competency of the staff.	3.97
3.	Senior management of the hospital pay attention on staff's attitude.	4.03
4.	Staffs always get support from senior management.	3.86
5.	Staffs have the chance to participate in decision-making process related to their job.	3.96
	Overall Mean	**3.94**

Sr.	Individualism	Mean
1.	Staffs rely on themselves most of the time.	3.88
2.	Winning is everything.	4.03
3.	Being a unique individual is important to each employee at the hospital.	3.92
4.	Staffs' happiness at the workplace do not depend on other colleagues (doctors, nurses and so on).	4.00
5.	Staffs like sharing little things with others.	3.98
	Overall Mean	**3.96**

Sr.	Masculinity	Mean
1.	Staffs prefer to have freedom and release.	3.92
2.	Staffs are assertive, tough, and focused on material success.	4.00
3.	Staffs are single-task oriented and problem solver.	4.06
4.	When faced with new challenges, staffs are able to take control of the situation.	3.86
5.	Staffs prefer admiration and appreciation.	3.93
	Overall Mean	**3.95**

Sr.	Uncertainty Avoidance	Mean
1.	In our hospital, staffs can easily thrive in chaotic environments.	3.88
2.	In our hospital, staffs do not need for precision and formalization.	3.78
3.	In our hospital, staffs focus on decision content.	3.90
4.	Staffs are good at implementation but weak in invention.	4.00
5.	Staffs can handle uncertain situation with low stress and anxiety level.	3.98
	Overall Mean	**3.90**

Sr.	Long-Term Orientation	Mean
1.	Our hospital establishes the predetermined goals and set the ways to achieving them effectively and efficiently.	3.73
2.	Our hospital constantly looks for new ways to improve and overcome its shortcomings.	3.87
3.	Our hospital aims to hold sustain and prosper position in market and encourage staffs to work towards that.	3.89
4.	Senior management always keeps the control of the risk and try to use resources in sustainable ways.	3.89
5.	In our hospital, staff tend to learn for future needs.	3.94
	Overall Mean	**3.86**

Appendix D: Organizational Citizenship Behavior

Sr.	Conscientiousness	Mean
1.	At the hospital, staffs are very competent person.	4.00
2.	Staffs feel inspired about carrying out their job activities.	3.82
3.	Staffs proud of the work that they do.	3.92
4.	Staffs are dedicated to achieving their goals. (Work done in time)	3.91
5.	At workplace, staffs are mentally resilient.	3.84
	Overall Mean	**3.96**

Sr.	Sportsmanship	Mean
1.	Whenever they win, staffs congratulate the other person and they do not brag.	3.75
2.	Staffs follow of the rules whatever they do.	3.91
3.	Staffs still have a positive attitude ever though they lose.	3.76
4.	Staffs listen to everyone's ideas and opinions.	3.78
5.	Even if they have to disagree, they share their feelings kindly without aggressiveness.	3.64
	Overall Mean	**3.77**

Sr.	Courtesy	Mean
1.	Staffs greet to their colleagues every morning.	3.87
2.	Staffs also respond politely to their colleagues' questions.	3.91
3.	Staffs always ask their colleagues on their work situation carefully.	4.00
4.	Staffs always ready to listen to their colleagues.	4.09
5.	Staffs care about their colleagues' emotions.	3.87
	Overall Mean	**3.95**

Sr.	Civic Virtue	Mean
1.	Staffs feel their workplace is an essential part of their existence.	3.88
2.	Staffs have deep concerns and active interest in their organization.	3.87
3.	Staffs feel inspired about carrying out their job activities.	3.83
4.	Staffs proud of their organization.	3.73
5.	Staffs actively engage in the constructive involvement in the governance of the organization.	3.78
	Overall Mean	**3.82**

Sr.	Helping Behavior	Mean
1.	When given the opportunities, staffs enjoy aiding others.	3.91
2.	Staffs feel wonderful to assist others in need.	3.90
3.	Staffs believe that volunteering to help someone is very rewarding.	4.00
4.	Staffs do not consider that helping others is a waste of time.	3.95
5.	Staffs try to offer their help in their colleagues' daily operations.	3.48
	Overall Mean	**3.85**

Appendix E: Job Performance

Sr.	Task Performance	Mean
1.	Staffs manage to plan their work so that it was done on time.	4.09
2.	Staff's planning is always optimal.	3.91
3.	Staffs kept in mind the results that they had to achieve in their work.	3.93
4.	Staffs can separate issues of personal life from issues at the workplace within the hospital.	3.96
5.	Staffs know how to set the right priorities.	4.00
6.	Staffs can perform their work well with minimal time and effort.	3.91
7.	Staffs believe that collaboration with others is very productive.	3.90
	Overall Mean	**3.96**

Sr.	Contextual Performance	Mean
1.	Staffs always take on extra responsibilities.	3.98
2.	Staffs start new tasks themselves when their old ones were finished.	3.92
3.	Staffs take on challenging work tasks when they are available.	4.07
4.	Staffs work at keeping their job knowledge up-to-date.	4.03
5.	Staffs always come up with creative solution to new problems.	3.90
6.	Staffs actively participate in work meetings.	3.98
7.	Staffs actively look for ways to improve their performance at work.	4.15
	Overall Mean	**4.00**

Appendix II: Statistical Output

Multiple Linear Regression (Regression Between Internal CSR and OCB)

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	F Change	df1	df2	Sig. F Change	Durbin-Watson
					Change Statistics					
1	.875[a]	.766	.755	.404	.761	106.532	5	167	.000	2.188

a. Predictors: (Constant), WDMean, LRMean, HSMean, ELPCMean, HCDMean, QLMean

b. Dependent Variable: OCBMean

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	86.883	5	17.377	106.532	.000[b]
	Residual	27.239	167	.163		
	Total	114.122	172			

a. Dependent Variable: OCBMean

b. Predictors: (Constant), WDMean, LRMean, HSMean, ELPCMean, HCDMean, QLMean

Coefficients[a]

Model		Unstandardized Coefficients B	Std. Error	Standardized Coefficient Beta	t	Sig.	Collinearity Statistics Tolerance	VIF
1	(Constant)	.957	.175		5.463	.000		
	WD Mean	.165	.085	.213	1.950	.054	.252	4.451
	LR Mean	.087	.089	.112	.977	.332	.346	4.484
	HS Mean	.453	.079	.563	5.732	.000	.223	3.583
	ELPC Mean	.033	.063	.044	.523	.602	.271	2.648
	HCD Mean	.317	.095	.412	3.977	.023	.268	2.048
	QL Mean	.465	.082	.613	4.950	.000	.233	3.451

a. Dependent Variable: OCBMean

Multiple Linear Regression (Regression Between Organizational Culture and OCB)

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	F Change	df1	df2	Sig. F Change	Durbin-Watson
					Change Statistics					
1	.797[a]	.797	.618	.412	.793	37.809	5	167	.000	2.042

a. Predictors: (Constant), PDMean, IMean, MMean, UAMean, LTMean

b. Dependent Variable:

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	108.563	5	21.713	127.795	.000[b]
	Residual	28.374	167	.170		
	Total	136.937	172			

a. Dependent Variable: OCBMean

b. Predictors: (Constant), PDMean, IMean, MMean, UAMean, LTMean

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficient	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	.819	.273		2.996	.004		
	PD Mean	-.011	.132	-.011	-0.150	.882	.252	2.839
	I Mean	-.013	.140	-.017	-.226	.822	.346	4.848
	M Mean	.544	.123	.541	4.411	.000	.223	3.583
	UA Mean	.323	.098	.348	3.299	.000	.271	2.648
	LT Mean	.314	.086	.459	3.896	.000	.233	2.930

a. Dependent Variable: OCBMean

Simple Linear Regression (Regression Between OCB and Job Performance)

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.878[a]	.771	.636	.415	.742	98.546	1	171	.000	1.889

a. Predictors: (Constant), OCBMean

b. Dependent Variable: JPMean

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	84.646	1	84.646	491.065	.000[b]
	Residual	29.476	171	.172		
	Total	114.122	172			

a. Dependent Variable: JPMean

b. Predictors: (Constant), OCBMean

Coefficients[a]

Model	Unstandardized Coefficients		Standardized Coefficient	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	.466	.218		2.135	.036		
Conscientiousness	.426	.099	.394	4.307	.000	.252	3.204
Sportsmanship	-.009	.050	-.010	-0.185	.856	.346	2.290
Courtesy	.154	.063	.256	1.966	.052	.223	1.747
Civic Virtue	.285	.097	.628	2.942	.000	.271	2.187
Helping behavior	.369	.094	.458	3.933	.000	.233	2.034

a. Dependent Variable: JPMean