

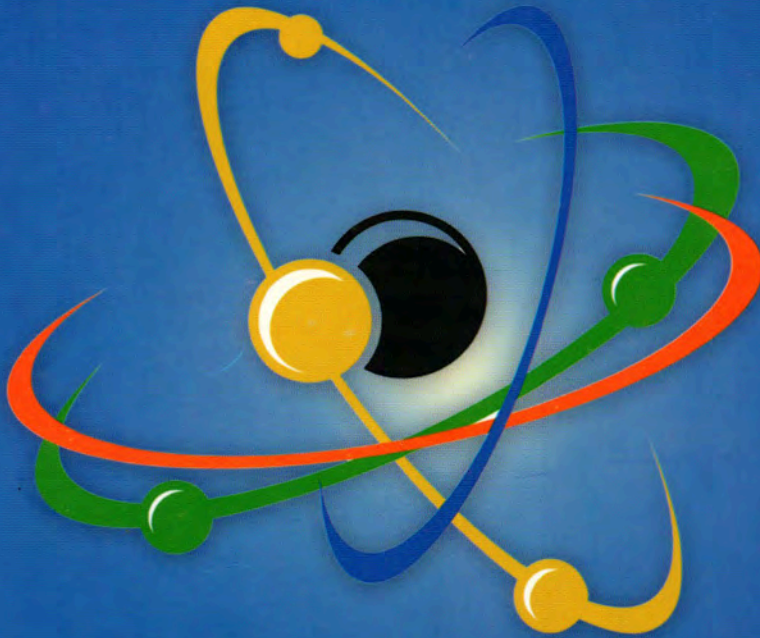


**The Second Myanmar Universities'  
Research Conference (2020)**

# **CONFERENCE PROCEEDINGS**

**Volume 2, Issue 2**

**(Computer Studies/ Business and Economics/ Language, Culture and Arts)**



***Quality Research Towards Prosperity of the Nation***

**25- 27, June, 2020**

## CONTENT

		Page
<b>I. COMPUTER STUDIES</b>		
1.	A Study on Feature Extractions for Myanmar Traditional Classical Songs Genre <i>(Kyaw Myo Naing)</i>	1
2.	Challenges and Suggested Solutions in Sentiment Analysis: A Study on YouTube Myanmar Text <i>(Win Win Thant)</i>	8
3.	Romanization of Myanmar Pāli Words <i>(Aye Thida)</i>	15
4.	Design of Automatic Time, Temperature and Humidity Indicator using Dot Matrix Display P10 Boards <i>(Nwe Ni Kyaw)</i>	21
5.	Implementation of Mobile App on predicting Maize production for Loilem District using Data Mining Technique <i>(Win Thanda Aung)</i>	27
6.	Fog Node Placement with Resource Utilization in Fog Computing <i>(Khin Nandar Tun)</i>	32
7.	Classifying Social Media News Authenticity Using Machine Learning and Ensemble Methods <i>(May Me Me Hlaing)</i>	36
 <b>II. BUSINESS AND ECONOMICS</b>		
1.	Corporate Social Responsibility & Organizational Citizenship Behavior in Telecommunication Companies in Myanmar <i>(Nu Nu Lwin, Dr.)</i>	43
2.	Performance of Maximum Likelihood Method and Robust Methods in Time Series Analysis <i>(Maw Maw Khin (Ph.D))</i>	50
3.	The Impact of Knowledge Management on Innovation of Private Banks in Myanmar <i>(Chaw Su Aung)</i>	58
4.	An Empirical Analysis of Stock Market Investment Intention among the University Students Studying Finance: An Application of Theory of Planned Behaviour <i>(Dr. Nay Min Aye)</i>	65
5.	Competitive Advantage through Innovation of Hotels in Nay Pyi Taw <i>(Dr. Kyi Kyi Thant)</i>	72
6.	Organizational Commitment of Private School Teachers in Meiktila Township <i>(Dr. Thiha Hutn)</i>	78
7.	Professional Identity of Academic Staff: An Empirical Study of Selected Universities in Yangon <i>(Than Soe Oo, Ph.D.)</i>	84
8.	Analysis on Waiting Line Efficiency of Selected Banks through Queuing Model <i>(Soe Thu, Prof. Dr.)</i>	91
9.	Exploring the Contribution of Social Innovation by Business to Toddy Palm Farmers' Livelihood (Case Study: Jaggery Powder Production in Kyat Sue Kyin Village Tract, Yesagy Township) <i>(Nyein Htet Aye)</i>	99
10.	Student Satisfaction and Student Loyalty in Co-operative Universities and Colleges <i>(Dr. Thu Thu Sein Nu)</i>	107
11.	Determinants of Farmers' Participation in Off-Farm Employment in South District, Yangon Region <i>(Hnin Hnin Aung)</i>	115
12.	A study of students' satisfaction on educational services of Co-operative College, Phaunggyi <i>(Yee Lay Cho)</i>	123
13.	A Study on Socio-economic Situations of Paddy Farmers in Rural Area of Shwebo Township <i>(Daw Chaw Ei Ei Tun)</i>	128
14.	The Effects of Microfinance Accessibility on Households' Welfare <i>(Wint War Khin)</i>	137
15.	Financial Literacy on Personal Financial Management among Employees of CB Banks in Mandalay <i>(Zeya Min Swe)</i>	143

# Corporate Social Responsibility & Organizational Citizenship Behavior in Telecommunication Companies in Myanmar

Nu Nu Lwin, Dr.

*Department of Management Studies*

*Yangon University of Economics*

Yangon, Myanmar

email: nnlwin.yue@yueco.edu.mm

**Abstract**—Corporate social responsibility (CSR) practices are increasingly applied as an effective way to attracting and retaining both internal and external stakeholders in intensely competing telecommunication industry in Myanmar. This paper aims to examine the effectiveness of CSR practices and organizational justice to enhance the attitudes and positive behaviors of employees of telecommunication operators. To reach this aim, this paper examines the employee's perception on CSR practices and organizational justice and analyzes their impact on organizational citizenship behavior (OCB) of those employees. The study proved that employee's perception on CSR and practices of distributive justice are influencing factors on their behavior towards organization and individual members while their perception on practices of procedural justices affect employee behavior for the benefits of the organization.

**Keywords**—*corporate social responsibility (CSR), organizational justice (OJ), distributive justice, procedural justice, organizational citizenship behavior (OCB), telecommunication operators*

## I. INTRODUCTION

Corporate social responsibility (CSR) has been recognized as a key practice for long-term sustainability of the business. Since moral and environmental issues have emerged in recent decades, the importance of CSR has been emphasized and socially responsible strategies and practices are gradually adopted by the companies in Myanmar. CSR is a fulfilling obligation of a business to various stakeholders including shareholders, customers, employees, communities, and the environment in all procedures of business activities (Carroll, 1999).

Several scholars highlighted the impact of CSR on several stakeholders in general and the positive effect on internal stakeholders in particular. Empirical evidences have shown the influence of CSR on employee job satisfaction, organizational identification, organizational commitment, work engagement, organizational citizenship behavior, and turnover intention in several industries (Valentine & Fleischman, 2008; Kim, Lee, Lee, & Kim, 2010; Turker, 2009a; Gao, Zhang, & Huo, 2009; Abdullah & Rashid, 2012; Wang, Fu, Qiu, Moore, & Wang, 2017).

While CSR emphasize on the fairness in treatment of entities external to the organization, organizational justice generally reflects the fairness in treatment of individuals internal to that organization. Fairness refers to the idea that

an action or decision is morally right. CSR activities can be seen as evidence of organizational endorsement of the principle of fairness, and thereby enhance the employees' perception of organizational justice. Thus, the CSR practices and organizational justices can lead to positive work attitudes and behavior of employees in any organization.

### A. Rationale of the Study

Telecommunication sector in Myanmar is playing a significant role in modernization of the country. Since it started to open up the market in 2003, telecommunication sector which was previously monopolized by Myanmar Post and Telecommunication (MPT) has allowed three foreign operators; namely Qatar-based Ooredoo, Norwegian Telenor Group and a Myanmar - Viet Nam joint-venture: Telecom International Myanmar Co., Ltd (MyTel) to operate competitively. Under the context of increasing market competition, telecommunication operators are facing a big issue in attracting and retaining their skilled and talented employees especially technicians and marketing executives. It leads telecommunication operators to spend more time and budget for recruiting, training and developing human resources.

An effective way to retain talented human capital of the business is to build positive work attitude and behavior of employees through enhancing their perceived value of the firm. People would rather work for organization that care about customers, employees, communities and the environment for the sense of being value and respected. CSR and organizational justice form an integral part of an employee's perception on the firm's ethics, values, and social responsiveness which are, in turn, likely to shape organizational citizenship behavior of employees.

Even though the study on CSR in telecommunication sector has been conducted by several researchers, there is still a gap in the context of Myanmar. Therefore, this study aims to fill the gap in Myanmar telecommunication sector through identifying the employee perception on CSR activities and organizational justice and its influence on their organizational citizenship behavior.

### B. Objectives of the Study

This paper specifies two main objectives to reach the aim of the study.

- To examine the employee perception on corporate social responsibility and organizational justice of telecommunication companies in Myanmar'

- To analyze the influence of corporate social responsibility and organizational justice on organizational citizenship behavior of employees in telecommunication companies in Myanmar.

### C. Expected Outcomes

This study is expected to provide insights on the employee perception on corporate social responsibility and organizational justice of telecommunication companies in order to widen the reach and scope of CSR activities to external stakeholders effectively and enhancing organizational citizenship behavior of internal employees in telecommunication companies in Myanmar. Moreover, it is hoped that this study will also provide tangible suggestions on how socially responsible strategies of telecommunication companies can be designed, and thereby, how OCB of employees can be taken forward in order to attract and retain skillful and talented human resources under the context of intense competition.

## II. TELECOMMUNICATION OPERATORS & CSR ACTIVITIES

Telecommunication sector in Myanmar has experienced very rapid growth since 2013, driven by the entry of three new operators and thereby dramatically increased market competition. Telecommunication services can be divided into mobile network service and internet broadband service. In Myanmar, Ministry of Transport and Communications (MOTC) is authorized to issue National Telecommunications License (NTL) to telecommunication service providers. By December 2019, MOTC allowed four mobile phone service operators and about twenty-five internet broadband service operators in Myanmar. This study is scoped to focus on four mobile phone service providers.

Four mobile phone service operators authorized by MOTC to operate in Myanmar are MPT, Ooredoo, Telenor, and MyTel. Regarding the market share, among 56.8 million mobile-phone users in Myanmar, MPT has 22 million subscribers, whereas 19 million subscribers in Telenor, 9 million in Ooredoo, and 3.2 million in Mytel as of September 2018.

### A. Myanmar Post & Telecommunication (MPT)

Myanmar Post & Telecommunication (MPT) is the first and leading telecommunication operator in Myanmar, providing both fixed and mobile telecommunication services. It dominates the market with the widest mobile network coverage of 96 percent throughout Myanmar through a nationwide network infrastructure. In 2014, MPT expanded its operation by forming joint-venture with KDDI Summit Global Myanmar (KSGM) with the aim to access to state-of-the-art network technologies and infrastructure project management.

MPT's CSR vision is "Together for Future Generations" that focus on three main pillars: education, health and business incubation with the aims to support the development of Myanmar's economy and local communities by promoting educational, medical, business and other assistance activities designed to support future generations. Accordingly, MPT launched its Digital Skills to Go Forward program to support national digital skills training for young people. From 2018, MPT began training on digital skills graduates to nurture as instructors so the program could be

expanded to other parts of the country. MPT also cooperated with Myanmar Red Cross Society (MRCS) for "First Aid for All" campaign to expand their operation of emergency first-aid support for citizens who have suffered an electric shock, heatstroke, snake bites, or other emergency situations. In addition, MPT sponsored to nationwide blood donation activities, tree planting activities, and clean campaigns.

### B. Ooredoo

Ooredoo Myanmar which is a subsidiary of Qatari Ooredoo Group, launched their operations in 2014. It offered telecommunication services with 3G technology and rolled out the first LTE service in 2016, consequently commanding the biggest market share of the 4G connections at 30.5% as of June 2019. Ooredoo Myanmar has been awarded the Asia's Business Leaders Award 2019 "Corporate Social Responsibility Program of the Year". CSR initiatives of Ooredoo emphasizes on 3 pillars: education, health and social development of Myanmar people.

Ooredoo has partnered with Myanmar Book Aids and Preservation Foundation to transform public libraries into digital community centers that equipped with digital devices and internet connectivity. It also launched "Learn Internet to enrich your digital lives" program in partnership with Facebook to train mobile users on the advantages of internet usage, the dangers the internet poses and how to use it safely and responsibly. The campaign "Tech Age Girls (TAG)" focuses on enhancing technology and leadership skills of young women aged 16-20 with the aims to narrow the digital divide and close the gender gap in digital literacy. Moreover, "The more you speak, the more Ooredoo will donate" campaign was launched with the aim to improve the lives of underprivileged children by supporting proper learning environment. Ooredoo Mobile Health Clinics program provides ante-natal care and postnatal care and treatment for children under-five with common childhood illnesses. To help victims of natural disasters, it launched "Help Myanmar" SMS crisis-code campaign, that invites service users to donate their credit balance, or part thereof, with direct distribution of food, water, medicine, blankets and temporary shelters to affected communities. "Village Kiosk" program also aims to create an opportunity for Myanmar women to operate their own businesses and earning for their families.

### C. Telenor

Telenor, which is a subsidiary of Norwegian Telenor Group, provide mobile voice and internet services using 2G and 3G technology since 2014 and extended to 4G service in 2016. It enjoys overall market share of 32% compared with Ooredoo's 15% as of September 2019. Telenor Myanmar has run 11 CSR initiatives focusing on education, health, environment, weather and disaster together with several partner organizations. Its CSR activities include Emergency Response Initiatives with the aim to ensure its network as disaster resilient as possible, so that it remains operational for relief workers, family and friends to be able to communicate with the affected areas during the disaster. Moreover, it launched Safe Internet Program with the purpose of providing a safer online experience for all users, especially children. In cooperation with UNICEF, it implemented Mobile Birth and Death Registration (MBDR)

Project. Moreover, Telenor offers Telenor MBA Scholarship to highly talented students pursuing Master Degree in Business Administration specialized in Telecom and ICT Management.

#### *D. MyTel*

Mytel which is a partnership between Vietnam-based Viettel Co and Myanmar National Telecom Holding Public Ltd., started their operations as a 4G-only network operator in June 2018 and realized five million subscribers at the end of January 2019. Mytel plans to spend US\$80 million on its CSR projects, 80% of which is allocated for education that focus on digitalization of Myanmar's education infrastructure. It implements Internet School Project which aims to facilitate the country's educational empowerment with its advanced technology and nationwide 4G internet access not only as the platform to give students access to a vast array of online contents but also as the valuable source of knowledge and resources to the teachers. Through cooperation with Ministry of Education, it plans to support free fiber broadband service to more than 1,000 schools across Myanmar.

Under the context of intense competition for the market share, each and every operator is trying to attract and retain skillful and competent employees to boost their competitiveness in the market. This creates the extremely importance to craft the strategies and practices with socially responsible manner for satisfying and retaining both internal and external stakeholders for telecommunication operators in Myanmar.

### III. LITERATURE REVIEW

#### *A. Corporate Social Responsibility*

Traditionally corporate social responsibility (CSR) has been seen as philanthropy. In fact, CSR goes beyond philanthropy and demonstrate the benefits for the business as well as the community and environment. Thus, CSR can be defined as the policies and practices mainly deal with voluntary relationships of an organization with its community and societal stakeholders. The CSR activities may not provide a quick result in the short term, yet it will eventually generate a gradual positive return both internally and externally overtime. Internal benefits of CSR are identified as increasing employee morale and loyalty, increasing the sense of justice for both employees and executives and diminishing the transaction costs based upon trust. Lin, Lyau, Tsai, Chen & Chiu (2010) and Zhang, Fan, & Zhu (2014) reveal that, the employees who recognize that their organization is operating socially responsible manner are more likely to demonstrate organizational citizenship behavior (OCB).

Among several theories highlighting the linkage between stakeholders and organization, social identity theory and social exchange theory are two mostly applied theoretical frameworks that support the relationship between perception of CSR and employees' attitude and behavior (Balu, 1964; Tajfel & Turner, 1979).

#### *B. Social Identity Theory*

Tajfel & Turner (1979) proposed a Social Identity Theory (SIT) which held that people incline to classify themselves into social group driven by their desire to

establish and support their self-identity and define themselves through memberships of social groups such as organizations they work for. According to SIT, the perception of employees on socially responsible manner of the firm is likely to enhance their self-image and belief in the organization and that feelings may have positive impact on their work behavior.

#### *C. Social Exchange Theory*

Balu (1964) presented Social Exchange Theory (SET) that provide the theoretical understanding of social behavior in the organization as the result of an exchange process. SET asserts that certain organizational activities that promote interpersonal relationships generally lead to beneficial outcomes for the organization for enhancing work attitudes and behavior of employees. According to this, it suggests that when employees perceive that they are receiving benefits from the organization, they feel positive and aim to behave positively in the organization. Based on SET, Organ & Lingl (1995) supposed that when the CSR program benefits the employees physiologically and/or psychologically, they are likely to have a positive attitude, which, in turn, leads to more enthusiastic behavior of employees in the form of engagement, commitment, organizational citizenship and other desirable behaviors.

#### *D. Organizational Justice*

Organizational justice (OJ) has long been recognized as an essential for effective organizational management. Organizational justice can be defined as the individual's and the group's perception of how fairly they are treated by the organization at the workplace (Colquitt, Greenberg, & Zapata-Phelan, 2005). While organizational justice is a multidimensional construct, distributive justice and procedural justice are largely recognized as the constructs for perceived fairness.

Distributive justice relates to the fairness in reward and resource distribution while procedural justice refers to the fairness in the process through which decisions are made and outcomes are reached. In fact, distributive justice is measurement on the results whereas procedural justice is measurement on the means or methods. Employees accept as fair distribution of rewards if there is a balance between their contribution and the rewards. Employees perceive procedural justice based on the extent to which their superior asks for and uses employee input, engages in two-way communication, gives employees the opportunity to challenge decisions, and consistency in applying standard or rules.

Based on SET, it can assert that when a company practices CSR activity, employees feel that through such actions the company is distributing part of its resources and they are receiving benefits from those actions, and thus they have an obligation to gratify the company. As a result, employees demonstrate positive attitude and behaviors give something back for what they receive. Empirical studies revealed that employee perceptions of fairness are positively related with both employee attitude, work engagement, and organization citizenship behavior (Shao, Rupp, Skarlicki, & Jones (2013).

**E. Organizational Citizenship Behavior**

Organizational citizenship behavior (OCB) refers to one's discretionary workplace behaviors that exceed their job requirements. In fact, it is an individual's voluntary actions that are not formally recognized by the reward system but it promotes organizational effectiveness through loyal behaviors displayed by individuals as a result of their devotion to the organization. Several scholars asserted OCB as a multidimensionality behavior. Organ (1988) conceptualizes five types of OCB – altruism, courtesy, sportsmanship, conscientiousness and civic virtue – all necessary for effective organizations and enhancing effectiveness of the organizations. Graham (1989) also proposed four-dimension of OCB. They are interpersonal helping, individual initiative, personal industry and loyal boosterism. In practice, OCB can be grouped as two categories: OCB-O and OCB-I. OCB-O is the all of the behaviors that directly benefits to organization whereas OCB-I is all of the behaviors that primarily benefit to individuals within the organization (Williams & Anderson, 1991). This study is conducted based on these two constructs of OCB.

**IV. RESEARCH FRAMEWORK AND HYPOTHESES**

To fulfill the research objectives, based on the reviews of several literatures including previous studies, this study develops a holistic framework, incorporating corporate social responsibility, organizational justice, and organizational citizenship behavior of employees. (Fig.1). The model illustrates how employees' perception on corporate social responsibility and organizational justice of their organization affects their behavioral reaction in the form of organizational citizenship behavior.

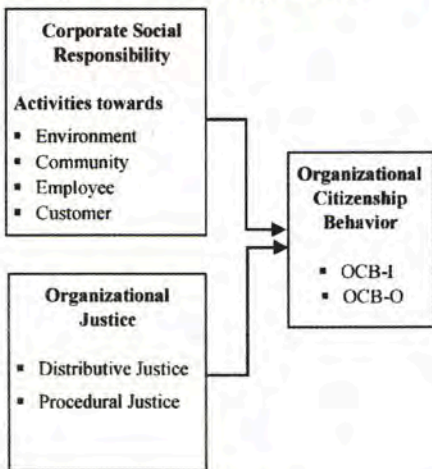


Fig.1 Conceptual Framework of the Study

Based on the concepts resulted from reviews of several literatures and considering the context of telecommunication sector in Myanmar, this study develops four hypotheses.

*Hypothesis-1:* Employees' perception on CSR activities of their organization have positive effect on their organizational citizenship behavior toward individual.

*Hypothesis-2:* Employees' perception on CSR activities of their organization have positive effect on their organizational citizenship behavior toward organization.

*Hypothesis-3:* Employees' perception on distributive justice of their organization have positive effect on their organizational citizenship behavior toward individual.

*Hypothesis-4:* Employees' perception on distributive justice of their organization have positive effect on their organizational citizenship behavior toward organization.

*Hypothesis-5:* Employees' perception on procedural justice of their organization have positive effect on their organizational citizenship behavior toward individual.

*Hypothesis-6:* Employees' perception on procedural justice of their organization have positive effect on their organizational citizenship behavior toward organization.

**V. EMPIRICAL ANALYSIS**

**A. Methodology and Data**

To examine the employee perception on CSR and OJ of telecommunication companies and its influence on OCB of those employees, this study is conducted based on the responses of 140 employees who are randomly selected from middle and operational level staff worked at the head offices of four telecommunication operators: MPT, Telenor, Ooredoo, and Mytel during the period of November and December 2019. The sample respondents are selected with systematic sampling method in which middle and operational level staff from head office of each operators are listed in alphabetical order. From the first 10 numbers, the starting number is randomly selected. From that number onwards, every 10<sup>th</sup> person on the list is selected till to get 35 respondents from each operator and thereby, 140 respondents are selected from four telecommunication operators.

An 8-item CSR scale adjusted from Turker (2009b) is used to examine employee perceptions on CSR which include CSR activities towards various stakeholders such as environment, community, employee, and customer. The perceptions of distributive justice are measured with a 5-item scale and those of procedural justice are measured with a 6-item scale developed by Neihoff & Moorman (1993). The responses on CSR and OJ are measured by using 5-point Likert Scale ranging from 1 (strongly disagree) to 5 (strongly agree). To identify the overall perceptions of respondents, the scoring system designed by Sarrafzadeh, Martin, & Hazeri (2010) is applied: mean 1-1.44 = strongly disagree, mean 1.45-2.44 = disagree; mean 2.45-3.44 = do not know; mean 3.45-4.44 = agree; and mean 4.55-5 = strongly agree on the factors describing CSR or OJ.

Organizational citizenship behavior directed to the individual (OCB-I) and organization (OCB-O) is measured by four-items each from Lee and Allen (2002). OCB-I and OCB-O are measured with 5-point Never-Always response choices (never, rarely, sometimes, often & always) where a value of 1, 2, 3, 4 & 5 is assigned to each of them respectively. Thus, a mean score of 3 is the midpoint, and mean score below 3 indicates weak in practice and a mean score above 3 and below 4 suggests moderate practice and a mean score of 4 or above highlights higher OCB. Questions on background of respondents are included, such as: age, gender, education, and length of service in current organization.

## B. Data Analysis

Statistical analysis is performed using SPSS 22.0 software including reliability analysis and analyzing employee perception on CSR and OJ in predicting OCB. Reliability of the collected data is firstly investigated using Cronbach's  $\alpha$ . The multiple regression analysis is used to test the influence of employee perception on CSR and OJ on OCB of those employees.

## C. Empirical Results

Out of 140 questionnaires fully filled for the purpose of the analysis, 128 valid questionnaires are used. The majority of respondents (82.5 percent) are under 40 years old. Males are about two-third of all respondents. Among the respondents, 93.5 percent have the degree from university in which 26.0 percent of respondents possesses post-graduate education while only 6.5 percent have high school level education. Except MPT, all operators start their operations after 2014, more than two-third of respondents have less than 4 years length of service working in the current organizations (Table 1).

TABLE 1. DEMOGRAPHIC PROFILE OF RESPONDENTS

Sr. No.	Demographics Variables	Frequency	Percentage
1	Age: 30 or younger	63	49.4
	31 – 40 years	43	33.1
	41 – 50 years	18	14.3
	Older than 50 year4s	4	3.2
2	Gender: Male	80	62.3
	Female	48	37.7
3	Education: High Scholl	8	6.5
	Graduate	87	67.5
	Post-Graduate	33	26.0
4	Service Years:		
	Less than 2 year	60	46.8
	2 to 4 years	29	22.7
	4 to 6 years	22	16.9
	Over 6 years	17	13.6

Source: Survey Data (December, 2019)

The mean value, standard deviation and Cronbach's  $\alpha$  of each variable are described in Table 2. All variables, perception on CSR, DJ and PJ and OCB-I and OCB-O of employees are considered reliable as the value of Cronbach's  $\alpha$  more than 0.70 criterion.

TABLE 2. DESCRIPTIVE STATISTICS

Variables	Mean	Std. Div.	Cronbach's $\alpha$
Perception on CSR	3.95	.68	.853
Perception on DJ	3.94	.76	.861
Perception on PJ	3.68	.71	.864
OCB-I	3.90	.72	.873
OCB-O	4.03	.67	.846

Source: Survey Data (December, 2019)

The means for the employee perception on CSR is 3.95 and it suggests that employee have recognized and perceived high on CSR activities of their organization. On the other hand, their perception on procedural justice is relatively lower than those of distributive justice. It implies

that the management seen to be trying for fair treatment on employees even though some procedures may not be fair in employees' perception. Relatively high scores of OCB-I and OCB-O suggest that they normally practice them in the work place. However, mean value of OCB-I does not reach higher limit of 4.0, it suggests that employee behaviors are more oriented towards and beneficial for the organization than those of individuals within the organization.

To examine the influences of employees' perception of CSR and OJ on OCB-I and OCB-O, the mean value of OCB-I and OCB-O are regressed with their perception on CSR, DJ, and PJ. The results of multiple regression analysis are presented in Table 3.

TABLE 3. THE INFLUENCE OF CSR AND OJ ON OCB OF EMPLOYEES

	OCB-I			OCB-O		
	B	SE	$\beta$	B	SE	$\beta$
Perception on CSR	.241*	.095	.226	.577**	.066	.590
Perception on DJ	.301**	.086	.316	.215**	.059	.246
Perception on PJ	.234	.094	.228	.092*	.065	.098
R <sup>2</sup>	.436			.684		
Adj. R <sup>2</sup>	.422			.676		
F-Statistics	31.917**			89.317**		

Source: Survey Data (December, 2019)

Note: \*\* Significant at 1% level, \* Significant at 5% level

According to the results, both models can adequately explain about the variation of perception on CSR and organizational justice since the value of R-square is more than 40 percent in OCB-I and nearly 70 percent in OCB-O. The results imply that employee's perception on CSR activities and OJ is accounted for 42 percent of variation in OCB-I and 68 percent of variance in OCB-O. The overall significance of the model, F-value, is highly significant at 1 percent level in all models, thus, it ensures the valid of the models.

The results of regression analysis highlight the facts that employees' perception on CSR has significant impact on OCB-I at 5 percent level and OCB-O at 1 percent level together with their perception on organizational justice. The results support *Hypothesis-1* and *Hypotesis-2*. The perception of employees on distributive justice has significant effect on their organizational citizenship behavior towards both organization and individual at 1 percent level. The results also approve *Hypothesis-3* and *Hypotesis-4*. The findings suggest that having perceived value of employee on CSR activities and organizational justice lead to beneficial behavior for the organization as well as for their peers and colleagues at the work. On the other hand, the perception of employees on procedural justice has significant effect on OCB-O at 5 percent level, but no significant effect on OCB-I. It implies that *Hypothesis-6* is accept while *Hypotesis-5* is rejected. Employee's perception on procedural justice has apparently benefited the organization through citizenship behavior whereas non-impact on individuals at work.

## VI. CONCLUSION

The analysis is conducted with the aims to examine the employee perception on CSR activities and organizational justice of telecommunication operators and their impact on organizational citizenship behavior of the employees working in those organizations.

### A. Summary of Findings

The results show that employees in telecommunication companies have positively perceived on socially responsible activities of their organization as well as organizational justice of the management. Moreover, high scores in OCB highlights the employee behavior which are beneficial to the organization as a whole as well as beneficial to individual organization members.

The results of the analysis strongly prove that employee's positive perception on firm's CSR practices supports their citizenship behavior directed towards both organizational and individual members. Moreover, the results indicate that the perception on organization's practices of distributive justice affect the employee's organizational citizenship behavior for the benefits of organization (OCB-O) as well as individual members (OCB-I). On the other hand, the perception on procedurally fair practices of organization can stimulate the citizenship behavior of employees mainly towards the organization whereas no evidence to benefit the individual member of organization.

### B. Implications

The results of this study contribute to literature as well as practical implications. As for literature, the study proved that when employees perceive the firm's CSR activities as fair, they exhibit cooperative behavior at the workplace in return. In addition, when organizations support their workers both socially and emotionally, the workers feel obliged to contribute the organization and its members with favorable behaviors.

For practical implication in the operation of telecommunication operators in Myanmar, practicing CSR and organizational justice can induce employees to participate in organizational activities, to feel themselves as doing good things, to enhance their self-concept, to have strong attachment and identify themselves with the organization, and thereby, to promote their citizenship behavior towards both organization and individual members. The results of this study imply that telecommunication operators need to practice these measures essentially in order to attract and retain skillful and talented human resources under the context of intensely competing telecommunication sector in Myanmar.

### C. Suggestions for Future Research

This study is conducted based on only two types of organizational justices: distributive justice and procedural justice, and two dimensions of organizational citizenship behavior: OCB-I and OCB-O. Further studies that extend to include other measures organizational justice such as interactional justice and informational justice and different dimensions of organizational citizenship behavior such as altruism, courtesy, sportsmanship, conscientiousness, and civic virtue can be more beneficial for comprehension of the

relationship between employee perception on CSR and OJ and their OCB. Moreover, this study is conducted based on responses of the employees from head offices of four mobile communication operators in Yangon. Future researchers can widen the scope of their research by including Broadband Internet service providers and the perception of employees working in other cities and regions. The comparative study among telecommunication operators is also desirable for more comprehensive results on the CSR, OJ, and OCB.

## ACKNOWLEDGMENT

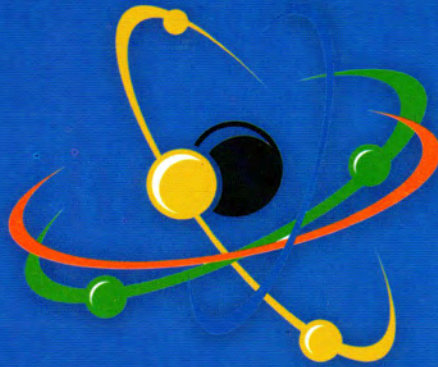
I would like to express my profound gratitude to Dr. Tin Win, Rector of Yangon University of Economics for giving me an opportunity to submit this research paper to Myanmar Universities' Research Conference 2020. I wish to convey my sincere thanks to Pro-rector Dr. Nilar Myint Htoo and all my colleagues from Department of Management Studies for their support, advice and encouragement to complete this study successfully. I am also heartily grateful to all responsible persons from MPT, Telenor, Ooredoo, and Mytel for participating in the research and sharing their knowledge and experience for the accomplishment of this research work.

## REFERENCES

- [1] Abdullah, M.H. & Rashid, N. (2012). The implementation of corporate social responsibility (CSR) programs and its impact on employee organizational citizenship behavior. *International Journal of Business & Commerce*, 2(1), 67-75.
- [2] Blau, P. (1964). *Exchange and power in social life*. New York, NY: Wiley.
- [3] Carroll, A.B. (1999). Corporate social responsibility: Evolution of a definitional construct. *Business & Society*, 38(3), 268-295.
- [4] Colquitt, J. A., Greenberg, J., & Zapata-Phelan, C. P. (2005). *What is organizational justice? A historical overview*. In J. Greenberg & J. A. Colquitt (Eds.), *Handbook of organizational justice* (p. 3-56). Lawrence Erlbaum Associates Publishers.
- [5] Gao, Y., Zhang, D. & Huo, Y. (2017). Corporate social responsibility and work engagement: Testing a moderated mediation model. *Journal of Business Psychology*, 33(5), 661-673.
- [6] Graham, J.W. (1989). *Organizational citizenship behavior: Construct redefinition, operationalization, and validation*. Unpublished working paper, Loyola University of Chicago, Chicago, IL. Retrieved from <https://journals.aom.org/doi/abs/10.5465/256600>
- [7] Kim, H.-R., Lee, M. & Lee, H.-T. & Kim, N.-M. (2010). Corporate social responsibility and employee-company identification. *Journal of Business Ethics*, 95(4), 557-569.
- [8] Lin, C.-P., Lyau, N.-M., Tsai, Y.-H., Chen, W.-Y., & Chiu, C.-K. (2010). Modeling corporate citizenship and its relationship with organizational citizenship behaviors. *Journal of Business Ethics*, 95, 357-372.
- [9] Lee, K. & Allen, N.J. (2002). Organizational citizenship behavior and workplace deviance: The role of affect and cognitions. *Journal of Applied Psychology*, 87(1), 131-142. doi:10.1037/0021-9010.87.1.131.
- [10] Niehoff, B.P. & Moorman, R.H. (1993). Justice as a mediator of the relationship between methods of monitoring and organizational citizenship behavior. *Academy of Management Journal*, 36(3), 527-556. doi:10.2307/256591
- [11] Organ, D.W. (1988). *Organizational citizenship behavior: The good soldier syndrome*. Lexington, MA: Lexington Books.
- [12] Organ, D.W. & Lingl, A. (1995). Personality, satisfaction, and organizational citizenship behavior. *Journal of Social Psychology*, 135(3), 339-350.
- [13] Sarrafzadeh, M., Martin, B. & Hazeri, A. (2010). Knowledge management and its potential applicability for libraries. *Library Management*, 31(3), 198-212. doi:10.1108/01435121011027363.
- [14] Shao, R., Rupp, D.E., Skarlicki, D.P. & Jones, K.S. (2013). Employee justice across cultures: A meta-analytic review. *Journal of Management*, 39(1), 263-301.
- [15] Tajfel, H. & Turner, J.C. (1995). An integrative theory of intergroup conflict. In W. G. Austin & S. Worchel (Eds.), *The*



- social psychology of intergroup relations* (pp. 33-47),  
Monterey, CA: Brooks/Cole.
- [15] Turker, D. (2009a). How corporate social responsibility influences organizational commitment. *Journal of Business Ethics*, 89(2), 189-204.
- [17] Turker, D. (2009b). Measuring corporate social responsibility: A scale development study. *Journal of Business Ethics*, 85, 411-427.
- [18] Valentine, S. & Fleischman, G. (2008). Ethics programs, perceived corporate social responsibility and job satisfaction. *Journal of Business Ethics*, 77(2), 159-172.
- [19] Waddock, S. (2004). Parallel universes: Companies, academics, and the progress of corporate citizenship. *Business and Society*, 109, 5-42.
- [20] Wang, W., Fu, Y., Qiu, H., Moore, J.H. & Wang, Z. (2017). Corporate Social Responsibility and Employee Outcomes: A Moderated-Mediation Model of Organizational Identification and Moral Identity. *Frontiers in Psychology*, 8(1), 1906.
- [21] Williams, L.J. & Anderson, S.E. (1991). Job satisfaction and organizational commitment as predictors of organizational citizenship and in-role behaviors. *Journal of Management*, 17(3), 601-617, doi:10.1177/014920639101700305
- [22] Zhang, M., Di Fan, D. & Zhu, C.J. (2014). High-performance work systems, corporate social performance and employee outcomes: Exploring the missing links. *Journal of Business Ethics*, 120(3), 423-435.



# The Second Myanmar Universities' Research Conference (2020)

25- 27, June, 2020