

THE IMPACT OF PERCEIVED CORPORATE SOCIAL  
RESPONSIBILITY ON EMPLOYEE GREEN WORK  
BEHAVIOR: THE MEDIATING ROLE OF ORGANIZATIONAL  
COMMITMENT

BY

SARINTHA THAVARASA

EU/IS/2019/MS/090



FCM2972

Project Report  
Main Library, Eastern University, Sri Lanka



A project report submitted to the Faculty of Commerce and Management,  
Eastern University, Sri Lanka, as partial fulfillment of the requirement for the  
Degree of Bachelor of Business Administration Honours.

DEPARTMENT OF MANAGEMENT

FACULTY OF COMMERCE AND MANAGEMENT

EASTERN UNIVERSITY, SRI LANKA

2025

## ABSTRACT

This study investigates the impact of perceived Corporate Social Responsibility (CSR) on employee green work behavior, with a particular focus on the mediating role of organizational commitment. As sustainability becomes a strategic priority for organizations, understanding how employees respond to CSR initiatives at the individual behavioral level is increasingly important. Drawing on Social Exchange Theory, the study proposes that when employees perceive their organization as socially and environmentally responsible, they are more likely to engage in environmentally friendly behaviors at work. Furthermore, it is hypothesized that this relationship is mediated by the employee's organizational commitment (OC).

Data were collected through a structured questionnaire from employees across various sectors, using validated scales to measure perceived CSR, organizational commitment, and green work behavior. The findings reveal that perceived CSR has a significant positive effect on green work behavior. Additionally, organizational commitment is found to play a partial mediating role in this relationship, suggesting that CSR influences green behaviors both directly and indirectly by enhancing employees' emotional attachment to the organization.

Through a quantitative approach, data were collected from employees of selected hotels using a structured questionnaire. The study employed various statistical analyses, including descriptive statistics, correlation analysis, and regression analysis, to examine the relationships among the variables and test the proposed hypotheses.

The study contributes to the growing body of literature linking CSR to individual employee outcomes and provides practical insights for organizations aiming to foster sustainable behavior in the workplace. By investing in meaningful CSR initiatives and fostering a sense of organizational commitment, companies can encourage employees to adopt greener practices that support broader environmental goals.

**Key words : corporate social responsibility, Organizational commitment, Green work behavior, Hotel industry**

## TABLE OF CONTENT

ACKNOWLEDGMENT .....	i
ABSTRACT .....	ii
LIST OF TABLES.....	vi
LIST OF FIGURES .....	viii
LIST OF ABBREVIATIONS .....	ix
Chapter 1.....	1
Introduction.....	1
1.1 Background of Study.....	1
1.2 Problem Statement/Research Gap.....	5
1.3 Research Questions .....	8
1.4 Research objectives .....	8
1.5 Significance of the Study .....	8
1.6 Scope of the Study.....	9
1.7 Chapter Organization .....	9
1.8 Chapter summary .....	10
Chapter - 2 .....	11
LITERATURE REVIEW.....	11
2.1 Introduction .....	11
2.2 Theoretical Framework .....	15
2.3 Empirical review .....	18
2.4 Chapter summary .....	21
Chapter - 3 .....	22
CONCEPTUALIZATION & OPERATIONALIZATION.....	22
3.1 Introduction .....	22
3.2 Conceptualization.....	22

3.3 Conceptual framework .....	23
FIGURE 3.1- CONCEPTUAL FRAMEWORK .....	23
3.4 Definition of Key Variables.....	23
3.5 Operationalization .....	25
3.6 Chapter Summary .....	27
Chapter 4.....	28
METHODOLOGY .....	28
4.1 Introduction .....	28
4.2 Application of Research Onion .....	28
4.3 Population of the Study .....	30
4.4 Sampling Techniques.....	31
4.5 Sample Size .....	32
4.6 Method of Data Collection .....	32
4.7 Structure of Questionnaire.....	33
4.8 Questionnaire Administration.....	33
4.9 Questionnaire Formation.....	33
4.10 The Pilot Study .....	34
4.11 Reliability of Instruments .....	34
4.12 Method of Data Presentation and Analysis .....	35
4.13 Method of Data Evaluation .....	36
4.14 Ethical Consideration .....	45
4.15 Chapter Summary .....	45
Chapter: 5.....	46
DATA PRESENTATION AND ANALYSIS.....	46
5.1 Introduction .....	46
5.2 Analysis of Reliability .....	46
5.3 Data Presentation.....	48

Chapter: 6.....75

FINDINGS AND DISCUSSION.....75

    6.1 Introduction .....75

    6.2 Discussion of Personal Information .....75

    6.3 Discussion of Research Information .....76

    6.4 Chapter Summary .....84

Chapter: 7.....85

CONCLUSIONS AND RECOMMENDATIONS.....85

    7.1 Introduction .....85

    7.2 Conclusions .....85

    7.4 Recommendations .....87

    7.5 Limitations of the Study .....88

    7.6 Future Research Direction.....89

References.....91

APPENDIX - 1 .....95