ANALYSIS OF CORPORATE SOCIAL RESPONSIBILITY EFFECT TOWARD ORGANIZATIONAL COMMITMENT
(Case Study PT. Bank Negara Indonesia (Persero) Tbk.)

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ABSTRACT

The background of the research is shifting on business competition where company who has social performance had a competitive advantage compare to other. There is few company who see social performance from stakeholder perspective, especially employees. How employees see CSR activity that been conducted by the company and how it motivated them to increase organizational commitment. The purpose of this paper is to examine the effect of (1). CSR activity to organizational commitment, (2) CSR and organizational commitment as the beliefs of an employee to the importance of CSR increase. The design of this research applied as quantitative research to describe the relation of two variables. Data collection are using questioner, interview, and literature study. The selection sample are using convenience sampling. Data analysis applied multiple regression analysis to measuring method on employee perception about CSR and the relation on the organizational commitment. The result of the research indicated that there is effect between CSR and Organizational Commitment and how the employees belief to the company policy on doing CSR. The findings are limited to some Small Medium Enterprise and Companies under supervision of BNI as Mentoring (partnership).

Keywords: BNI, corporate social responsibility, customer, employee, organizational commitment
INTRODUCTION

Competition in the business world has experienced a shift, the company that has good performance, not only in terms of financial performance but also of the social performance of companies. Making corporate social performance, better known by the term of Corporate Social Responsibility (CSR) as part of the company's strategic policy is a must to get a more competitive edge. Boost CSR activities not only by businesses but also the existence of competition laws so that a growing number of industry sectors to implement and adopt the concept of CSR to be integrated into the strategic policy. One of the industries that have a major role in development and has an interest in running the CSR is the banking sector. According to Scholtens (2009) Socially Responsible Banking is a major concern in the financial services industry because of the large banking role in the development.

CSR activities so far was focused to external stakeholders, such as mass circumcision activities, tree planting, distribution of food, donations for flood victims and so on, this is based on the company’s desire to get the recognition that they have done a good CSR. While the impact of CSR on stakeholders or employees of its own internal, received less attention. This may be due to a lack of theoretical reasons to link the company’s performance in social issues with employee attitudes (Peterson, 2004). Therefore, further research needs to look at the role of CSR policy to employees. This view is according to research conducted by Ligeti and Oravecz (2009) who found the view that the company’s biggest responsibility is to its employees.

CSR is an important part in the work associated with the attitudes in this study is on the Organizational Commitment (OC) of the employee as a Primary Stakeholder (Greenwood, 2007). This study is based on the results of previous studies that have the effect of CSR on Organizational Commitment (Turker, 2009). Employee relations and the company as a place to work not only within the structural level but also on emotional, where the success of the company are also being addressed by the employee as its own success. It is important to be explored to see how far CSR activity relationships of Organizational Commitment, because the impact on increased productivity, reduced absenteeism, lower employee turnover (Peterson, 2004).

Based on the above problem formulation, the objective of this study were: (1) To determine the effect of CSR activities of the Organizational Commitment, (2) To determine the relationship between CSR and its Organizational Commitment that will increase employee confidence in the importance of CSR.

THEORETICAL FRAMEWORK AND HYPOTHESIS DEVELOPMENT

CSR is an integrated activity and has a direct or indirect impact on the company because it is a social investment. The Company is a business entity whose primary function is to seek profits, but in the development of the company now also serves as corporate citizenship. With the increasing demands for corporate social activities it is necessary to further deepen understanding and CSR activities. CSR largely determined by the internal culture of the company, the leader’s personal
values, practices and guidance from a large office in terms of multinational companies, stakeholder expectations and practical advantages (Ligeti and Oraveczi, 2009).

CSR is closely associated with the stakeholders, in this study to see the extent to which CSR activities of its various stakeholders (social and non-social, employee, customer) of employee perceptions. Based on previous research that says, companies are active and care in carrying out social activities will make employees proud to work at the company thereby increasing the Organizational Commitment of employees (Turker, 2009).

Figure 1: Conceptual Framework

![Conceptual Framework Diagram]

Social and Non Social Stakeholder is the shareholders who have a common interest in the perspective of an interest in CSR, such as communities, NGOs (Non Governmental Organization) for the existence of the environment and concern for future generations is to be aware of companies that do CSR (Turker, 2009). Environmental damage caused by human nature, can only be held by growing awareness of the sustainability of future generations. Views on the company’s CSR initiatives are perceived to have benefits for employees would motivate commitment to the company (Bhattacharya et al., 2009).

Hypothesis is taken to initiate this study is based on the above thinking is,

\[ H1: \text{ There is influence of CSR to Social and Non-Social Stakeholders of the Organizational Commitment.} \]

\[ H2: \text{ The stronger relationship between CSR to Social and Non-Social Stakeholders in Organizational Commitment will increase the confidence of employees to the level of CSR kepentingan (ICSR).} \]

Employees are as representatives of the company in product or service. According to Bhattacharya et al. (2009) CSR activities to reduce stress of employees who experience a transition period between the workplace and place of residence, so that it integrates activities between work and personal life. Where a company’s internal environment affect organizational commitment. (Turker, 2009).
Hypothesis is taken to initiate this study is based on the above thinking is,

\[ H_3 : \text{There is influence of CSR on Organizational Commitment to Employees.} \]

\[ H_4 : \text{The stronger the relationship between CSR to Employees with Organizational Commitment will increase confidence of employees to the level of CSR interest (ICSR).} \]

The existence of customers regarded the employee as being important in maintaining the continuity of company, company's success in improving performance greatly depends on the client (Turker, 2009).

Hypothesis is taken to initiate this study is based on the above thinking is,

\[ H_5 : \text{There is influence of CSR to Customers on Organizational Commitment.} \]

\[ H_6 : \text{The stronger relationship between CSR to Customers with Organizational Commitment will increase confidence of employees towards CSR level (ICSR).} \]

**METHODS**

Measurement variables used in this study was adopted from previous studies quoted by Turker (2009). There are four variables that made an object of this research are:

1. Dependent variable, the Organizational Commitment.
2. Moderating variables, the ICSR.
3. Independent variables, namely the activity of CSR (Social and Non-social, employees, customers).
4. Control variables, namely age, gender, tenure.

**Organizational Commitment (OC)**

To measure Organizational Commitment based on research conducted by Mowday et al. quoted by Turker (2009). Measured by 9 (nine) questions Organizational Commitment, namely:

1. I am willing to contribute more than they should for the betterment of the company.
2. I suggested to my friends that my company is a good place to work.
3. I am willing to be almost all the tasks in order to work at this company.
4. I find that the principles both I and company have.
5. I am proud to tell everybody that I was part of this company.
6. This company really inspires me to express my best performance.
7. I am really proud to have chosen this company to work compared to other companies.
8. I am really concerned about the future of this company.
9. For me, this company is the best place to work than all the existing companies.

Respondents were asked to provide responses or responses to these questions based on 5-point Likert scale (1 = strongly disagree, 2 = disagree, 3 = Less Agree, 4 = agree, 5 = strongly agree).
ICSR (Importance of Ethics and Social Responsibility)

To measure the ICSR then using the scale developed by Turker (2008). By using the 5 (five) ICSR question, namely:

1. Have a social responsibility (CSR) is an important thing that can be done by a company
2. Social responsibility is an important thing for long-term benefits.
3. The effectiveness of a company as a whole, can be ascertained from the extent to which corporate social responsibility
4. Social responsibility is a critical to the overall business continuity.
5. Besides profit, companies must have a social responsibility.

Respondents were asked to provide responses or responses to these questions based on 5-point Likert scale (1 = strongly disagree, 2 = disagree, 3 = Less Agree, 4 = agree, 5 = strongly agree).

CSR Activities

To measure CSR activities based on a scale that was developed in the study by Carroll (1979). Because of research done to see the CSR activities of multiple stakeholders then used the scale developed by Turker (2009). By using the 15 (fifteen) CSR questions, namely:

CSR to Social and non-social stakeholder

1. Our company participates in activities that aim to protect and improve environmental quality.
2. Our company invests in CSR activities to create a better life for future generations.
3. Our company implements special programs (waste, sewage) to minimize the negative impact of operations on the environment.
4. Our company has a stable performance growth targets taking into account future generations.
5. Our company provides support to NGOs working in the troubled region.
6. Our company contributes in conducting campaigns and activities to promote public welfare (poverty reduction).

CSR to Employees

7. Our company encourages employees to volunteer to participate in social activities.
8. Our company policy directs staff to develop skills and career employees.
9. Management of our company main concern is the needs and desires of employees.
10. Our company has a policy that supports the work and life balance for employees.
11. Management decisions relating to the employees always act fair between the rights and obligations.
12. Our company supports employees who wish to obtain additional education.

CSR to Customer

13. Our company protects the rights of customers exceed the applicable law.
14. Our company provides a clear and complete information about its products to customers.
15. Customer satisfaction is very important for the company.

Respondents were asked to provide responses or responses to these questions based on 5-point Likert scale (1 = strongly disagree, 2 = disagree, 3 = Less Agree, 4 = agree, 5 = strongly agree).
In above restrictions, the population of BNI employee amounted to approximately 15,000 people. However, to facilitate the while, based on convenience sampling (convenience sampling) will be conducted a population-based data collection BNI Harmoni employees, amounting to 143 permanent employees (Pensions 11 people so that only 132 questionnaires are distributed.) In order to obtain a comprehensive picture of the aspects to be hypothesis underlying the research.

This study uses primary data is to distribute questionnaires to employees who will be the object of research. Unit employees in the analysis are various levels of the position and unit at BNI Harmoni Branch. And to support research so that it can provide in-depth analysis of the data used are secondary data regarding CSR activities of companies and other supporting data.

METHODS

Analysis of data collected from the questionnaires will be using hierarchical multiple regression analysis with SPSS version 11.5. Using this method is expected to see a relationship between the dependent variable (dependent variable) was associated with the independent variables (independent variables) and their relationship with the driving variable (moderating variable) as well as control variables.

\[ Y = a + b_1(x_1) + b_2(x_2) + b_3(x_3) + b_4(x_4) + b_5(x_5) + b_6(x_6) \]

\( Y \) = Organizational Commitment
\( a \) = Constanta
\( x_1 \) = Age
\( x_2 \) = Gender
\( x_3 \) = Tenure
\( x_4 \) = ICSR
\( x_5 \) = CSR
\( x_6 \) = ICSR x CSR

RESULTS AND DISCUSSION

According to Table 1 below, the third link in the control variables age, gender, and tenure with CSR and the OC, does not show a significant relationship. For the correlation between the OC with CSR to social and non-social stakeholders by 0513, CSR to employees for 0465, and CSR to customers 0340, and the ICSR, 0407. This indicates there is a correlation between the variables mentioned above.
Table 1: Correlation Matrix

<table>
<thead>
<tr>
<th></th>
<th>OC</th>
<th>CSR_Soc</th>
<th>CSR_Emp</th>
<th>CSR_Cust</th>
<th>ICSR</th>
<th>Age</th>
<th>Gender</th>
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<td>CSR_Emp</td>
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<td>0.303**</td>
<td>0.292**</td>
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<tr>
<td>ICSR</td>
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<td>0.181</td>
<td>0.362**</td>
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<td>-0.109</td>
<td>-0.164</td>
<td>0.138</td>
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<td>-0.041</td>
<td>-0.120</td>
<td>0.700**</td>
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** Correlation is significant at the 0.01 level (2-tailed)

Hypothesis Testing 1 and 2

The hypotheses tested using Hierarchical Regression Analysis prepared with SPSS software version 15.0. Decision making significant hypothesis test to compare values or p-value with a significant level of 5% (alpha 0.05). If the p-value less than alpha then $H_0$ rejected 12:05. If the p-value greater than or equal to 0.05 alpha fails then $H_0$ is rejected.

Table 2: Result Hypothesis Testing 1 and 2

<table>
<thead>
<tr>
<th>Model</th>
<th>Variable</th>
<th>Adj. $R^2$</th>
<th>$R^2$ change</th>
<th>Sig. F change</th>
<th>Std. Coefficient β</th>
<th>P-Value</th>
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<td>ICSR*CSR_Soc</td>
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<td></td>
<td>0.822</td>
<td>0.040**</td>
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</tbody>
</table>

*) P < 0.1, **) P < 0.05, ***) P < 0.01

Table 2 above shows the results of testing of Hierarchical Regression Analysis using 3 stages. Changes in the value of adjusted $R^2$ ($R^2$ change) and significant value to the regression equation is used to measure the existence and strength of relationships in model hypothesis.
In first stage, control variables age, gender and years of service as a whole can be predicted by models of -1.17% of total variation in organizational commitment. In the first stage of three control variables showed no significant relationship to organizational commitment. In second stage, moderator variables ICSR and CSR to Social and Non-Social Stakeholders included in the model equations. The test results showed all variables can predict overall model for 33.2% of the total variation in organizational commitment to $R^2$ change 31.9%. ICSR moderating variable ($\beta = 0.411$, $p$-value = 0.000) and CSR to Social and Non-Social Stakeholders ($\beta = 0.253$, $p$-value = 0.010) had a significant relationship with organizational commitment. Thus, hypothesis 1 is supported. In the third stage, ICSR moderator variables, independent variables CSR to Social and Non-Social interaction between Stakeholders and CSR to ICSR and the Social and Non-Social Stakeholders included in the model equations. The test results showed all variables can predict overall model for 36.1% of the total variation in organizational commitment to $R^2$ change by 2.9%. Interaction variable (ICSR * CSR_Soc) showed significant results ($\beta = 0.822$, $p$-value = 0.040). Thus the second hypothesis can be supported.

Hypothesis 1

$H_{01}$: There is no influence of CSR to Social and Non-Social Stakeholders of the organizational commitment.

$H_{a1}$: There is influence of CSR to Social and Non-Social Stakeholders of the organizational commitment.

On testing the hypothesis a known $p$-value 0.010 < 0.05 with a beta value of 0.253. Hence $H_{01}$ was rejected, which means there is the influence of CSR to Social and Non-Social Stakeholders of the organizational commitment.

These results are consistent with Turker (2009), indicating that the employee has a concern for company’s CSR activities with the theme of environmental and social. Employees share in the concern of the company will state the earth now and the foreseeable future, the company’s policy in carrying out CSR is not a decision that could be felt in the short-term profits. By doing these activities can increase employees’ commitment to the organization (Turker, 2009).

The need for commitment and understanding of the concept of environmental and social by the company in carrying out CSR activities is importance. As noted by Diamond Abdams Katoppo, BNI Corporate Secretary, in Jakarta (23 November 2009). “Sustainability and environmental balance is maintained properly is the main capital in running a profitable business until the foreseeable future” (www.bni.co.id).

Some BNI business initiatives with the concept of environmental, among which is its involvement in lending environment of world institutions and participation in the financing of the business / low carbon projects. Besides the corporate initiative as the first bank to be a member of the UNEP-FI show seriousness in implementing CSR BNI. One of the real form pattern of financing of the loan application projects that are environmentally friendly and also the establishment of a special team in running the CSR, Corporate Sustainability Team (CST), with its main job is to make guidelines and raises awareness of CSR activities and is expected to alter the view that CSR is not just a social-
themed activities and the environment but to the integration into the company’s business policy.

**Hypothesis 2**

$H_{o2}$: **There is no significant effect of interaction ICSR * CSR to Social and Non-Social Stakeholders of the organizational commitment.**

$H_{a2}$: **The stronger the relationship between CSR to Social and Non-Social Stakeholders with the organizational commitment of employees will increase the confidence of the level of CSR interest (ICSR).**

On testing hypotheses two known p-value 0.040 < 0.05 with a beta value of 0.822. Hence $H02$ was rejected, which means that the stronger the relationship between CSR to Social and Non-Social Stakeholders in Organizational Commitment will increase the confidence of employees on the importance of CSR (ICSR).

These results together with studies Turkker (2009), illustrates that the views of employees towards CSR programs such as BNI Go Green is able to represent the company’s desire to environmentally-themed activities. Activity undertaken as BNI planting 10,000 trees in Imogiri, Yogyakarta and other activities conducted by branch offices BNI, BNI will show concern for the environment.

Besides the achievement of the new company achieved in running a sustainable business take into account environmental and social, is seen as a positive employee in carrying out CSR activities. BNI won an award from the Asia Responsible Entrepreneurship Award 2009 for the two categories: green leadership and community engagement. Green leadership for activities - environmental-themed activities such as BNI Go Green and community engagement to community development activities such as kampoeng BNI.

With this award shows that the CSR activities undertaken by BNI is a business activity can be integrated in the social performance of companies that demonstrate the company has a good competitive value.

**Hypothesis Test 3 and 4**

<table>
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<th>Adj. $R^2$</th>
<th>$R^2$ change</th>
<th>Sig. $F$ change</th>
<th>Std. Coefficient β</th>
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<td></td>
<td>CSR_Emp</td>
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<td></td>
<td><strong>0.000</strong>*</td>
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Hierarchical Regression Analysis Procedure also used to test hypotheses 3 and 4. In the second stage, the moderator variables incorporate ICSR Employees and CSR to the overall model can predict 31% of the total variation in organizational commitment to $R^2$ change of 33.1%. ICSR moderating variable ($\beta = 0.359$, p-value = 0.000) and CSR to Employees ($\beta = 0.392$, p-value = 0.000) had a significant relationship with organizational commitment. Thus the third hypothesis can be supported.

In the third stage, ICSR moderator variables, independent variables CSR to Employees and the interaction between the ICSR and CSR to the Employees included in the model equations. The test results showed all variables can predict overall model for 31.4% of total variation in organizational commitment to $R^2$ change of 1%. Interaction variable (ICSR*CSR_Emp) showed no significant results ($\beta = 0.432$ p-value = 0.220). Thus hypothesis 4 can not be supported.

**Hypothesis 3**

$H_{03}$: There is no influence of CSR to Employees of organizational commitment.

$H_{13}$: There is the influence of CSR to Employees of organizational commitment.

In the third hypothesis testing known p-value $0.000 < 0.01$ with a beta value of 0.392. Hence $H_{03}$ was rejected, which means there is the influence of CSR to Employees of organizational commitment.

These results are similar to research conducted Turker (2009), where employee considers that CSR needs to be done is to have a direct impact to employees, especially in work environments. Takes an active communication from the company to provide insight and understanding of the activities carried out by the company. According to Turker (2009) CSR activities that are directly related to physical and psychological condition of the working environment of employees will affect the organizational commitment. But employees do not feel the presence of a BNI CSR activities and policies that are internalized in involving employees directly. Besides understanding the employee will either understanding the concept of CSR and the activity itself still needs to be improved, it always requires attention to continuous improvement in CSR policies and activities of BNI. Where the purpose of BNI Go Green program is to create a green attitude because all employees other than beneficial to the environment, the program also can increase the efficiency of the end through energy efficient, saving paper, saving water, and the other as proposed by the Director of BNI, Billy M. Suwondo (Synergy Magazine, July 2009).
Hypothesis 4

$H_{04}$: There is no significant effect of the interaction between CSR to ICSR * Employees of organizational commitment.

$H_{a4}$: The stronger relationship between CSR to Employees Stakeholders with the organizational commitment of employees will increase confidence level of CSR interest (ICSR).

On testing hypothesis 4 known p-value 0.220> 0.05 with a beta value of 0.432. Then $H_{04}$ failed rejected, which means there is no significant effect of the interaction between CSR to ICSR * Employees with organizational commitment.

These results are similar to research conducted Turker (2009), where the employee considers that CSR activities undertaken by the management did not increase their belief that CSR activities have an impact on the employees. Confidence level employees of CSR activities have no significant results it is caused by internal factors of the company itself.

Problem in communicating CSR activities to the BNI internal employees, this creates a lack of employee indifference to the activities and programs organized by the company. This should get special attention in order to reduce the negative effects that can occur and can increase employee motivation and performance.

CSR activities primarily related to employees are important but the perception that they will do during this activity does not reflect their hopes for CSR activities are more aligned to the employees. In addition the level of organizational commitment of employees who feel indifferent about the CSR may not be much influenced by corporate citizenship (Peterson, 2004). Types of employees and indifferent by Rodrigo Arenas (2008) is an employee who needs only her own career and not be influenced by social things.

Hypothesis Test 5 and 6

<table>
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<tr>
<th>Model</th>
<th>Variable</th>
<th>Adj. R²</th>
<th>R²change</th>
<th>Sig.F change</th>
<th>Std. Coefficient β</th>
<th>P-Value</th>
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<tr>
<td>ICSR*CSR_Cust</td>
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*) $P < 0.1$, **) $P < 0.05$, ***$ P < 0.01$

Hierarchical Regression Analysis Procedure is also used to test hypotheses 5 and 6. In the second stage, to include moderator variables and CSR to ICSR Customers can predict the overall model by 20% of the total variation in organizational commitment to $R^2$ change 22.6%. ICSR moderating variable ($\beta = 0.368$, p-value = 0.000) and CSR to Customers ($\beta = 0.208$, p-value = 0.033) had a significant relationship with organizational commitment. Thus hypothesis 5 can be supported.

In the third stage, ICSR moderator variables, independent variables CSR to Customers and the interaction between the ICSR and CSR to Customers included in the model equations. The test results showed all variables can predict overall model by 23.4% of total variation in organizational commitment to $R^2$ change 4%. Interaction variable (ICSR*CSR_Cust) showed significant results ($\beta = 0.968$ p-value = 0.022). Thus the hypothesis 6 can be supported.

### Hypothesis 5

$H_{05}$: There is no influence of CSR on organizational commitment to Customers.

$H_{a5}$: There is the influence of CSR on organizational commitment to Customers.

On hypothesis testing p-value 5 known 0.033 < 0.05 with a beta value of 0.208, hence $H_{05}$ was rejected, which means there is the influence of CSR on organizational commitment to Customers.

These results are similar to research conducted by Turkur (2009), in which employees are aware of the importance of maintaining good relations with customers, even this close relationship is typical of service provided by BNI to customers. Given the emotional bond between employees and customers will create more loyal customers in using the services of BNI. CSR in many companies is a significant tool in influencing the feelings, thoughts and buying decisions of customers, CSR activities not only affect the corporate image but also the perceptions of employees. Therefore, when companies lie to customers, then employees will feel ashamed of such behavior (Turkur, 2009).

CSR is not only engaged in social and natural environment, but also in the business environment by performing the transformation process in which the BNI business banking products and services produced should be able to meet the needs of customers, or in other words more customer focused (customer centric). Implementation of customer centric by BNI and leave product centric patterns in order to prioritize and understand the needs of customers as proposed by Billy M. Suwondo, Director of BNI (Synergy Magazine, July 2009).

### Hypothesis 6

$H_{06}$: There is no significant effect of the interaction between CSR to ICSR * Customers with organizational commitment.

$H_{a6}$: The stronger relationship between CSR to Customers with organizational commitment of employees will increase the confidence level of CSR interest (ICSR).

On hypothesis testing p-value note 6 0.022 < 0.05 with a beta value of 0.968, hence $H_{06}$
was rejected, which means that the stronger the relationship between CSR to Customers with the organizational commitment of employees will increase the confidence of the level of CSR interest (ICSR).

These results differ with the study conducted by Turker (2009), which is based on the results of testing of employees of BNI, the confidence of employees of CSR activities directed against the Customers. In conducting its activities and CSR program, BNI employee views on society that each partner gives and takes. Synergies will bring change for the repair and improvement of people’s lives. BNI view society as an important partner, in which CSR activities serve as entry points for developing business in offering credit.

These is in accordance with the partnership program and establish an environment that must be performed by state-owned enterprises (State Owned Enterprises). For the empowerment program, BNI has some activity with the concept Kampoeng BNI, which is partnering with community groups who have similar business partnership to be given credit facilities, training and market access opportunities. Some programs are already underway, of which the cattle farm in Subang, weaving groups in Komering Ogan Ilir / Palembang, cashew enterprises in Bantul, and others. This indicates that the company should conduct CSR activities not only to perform activities of a charity but rather as proposed by Lantos (2002).

CONCLUSIONS

The relationship between CSR to Social and Non-Social stakeholders, CSR and Organizational Commitment to Customers with the perception by employees will increase employee confidence about the importance of CSR. However, CSR to Employees of the trust employees will view CSR, it was found that the lack of a positive effect. This means that management is more focused in the course of CSR, to outsiders, but not involving its employees, so that the CSR has been done is more publicity and lack of values and social sustainability of the environment through a process involving the employee.

Should be noted by the company in carrying out CSR is not only the seriousness and commitment in running but also takes an action, especially in involving all its stakeholders. Establishment of the Green Team Corporate Sustainability Team (CST) in charge of making the company’s CSR policy guidelines so that a more integrated, a positive first step. However, the limited work that is 2 years will be difficult to monitor the sustainability of CSR programs and activities. It is expected that the team is formed into a unit that has competence in planning, implementing, evaluating and reporting CSR activities and not as a regular extra-curricular activities, so the company can run the CSR as a whole in understanding and practice. So as to maximize the company resources to the activities carried out have more value.

It was also necessary to internalize CSR activities by encouraging employees to participate more actively in their ideas and creativity. BNI has a wealth of diverse human resources that can enrich education in providing an idea - the idea of CSR activities and programs so that more companies
have more value for the company and improve employee commitment to the company. As well as through active communication with the communication media that exist to maximize both internal such as magazines and BNI Forum to be a bridge so that the message of CSR activities can be received, perceived, and widely supported by all employees of BNI. And the external media through TV, newspapers, and magazines that provide a positive image for the company.

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