

Impact of Perceived Corporate Social Responsibility on Organizational Citizenship Behavior: Mediating Role of Organizational Identification

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Abstract

This study extends the research being carried out in the area of corporate social responsibility (CSR) and resulting extra-role employee behaviors. This paper deeply analyzes the process and mechanism through which employee perceptions of two components of CSR i.e. employee and community exhibit rewarding organizational citizenship behavior (OCB). Social identity theory presents the basis for predicting primary interventions of CSR initiatives that in this case are affective and evaluative dimensions of organizational identification, which lead towards building behaviors like OCB dimensions of sportsmanship and conscientiousness. This research model relies on a 277 employees' data, collected from multinational and national companies of Pakistan. The analysis of the study is based on structural equation modelling to test the hypothesized relationships. Both dimensions of organizational identification partially mediate the CSR–OCB conscientiousness and CSR–employee turnover intentions links. However, in case of OCB sportsmanship only the link between perceived CSR towards community through evaluative organizational identification has been established. The other process affecting OCB sportsmanship by perceived CSR towards employees through affective organizational identification does not find any empirical support from the study. Although, all of the hypothesized direct relationships not find any empirical support from the study. Although, all of the hypothesized direct relationships proved significant. The study gives meanings to different processes and mechanisms involved in differently directed CSR initiatives and resulting employee behaviors that can lead to farther organizational success and progress. Therefore, this study is particularly beneficial for policy makers in order understand the value of different CSR initiatives even to have competitive edge as well as for researchers to explore further on different areas of CSR.

Keywords: corporate social responsibility, affective evaluative organizational identification, social identity, conscientiousness, sportsmanship, organizational citizenship behavior.

1. Introduction

In the current global context, there is a compulsion for corporate sector towards conformance with CSR requirements that has impacted the organizations in the third world countries including Pakistan. Although voluntary execution of CSR initiatives has brought instrumentally and behaviorally beneficial outcomes for the organizations internationally but most of the organizations in Pakistan 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.

Organizations in Pakistan are following global trends related to Corporate Social Responsibility (CSR) especially towards community and employees leading to specific social, organizational and individual outcomes. Although, there is a recurring argument about Pakistan that it is still lagging behind in CSR practices, there are companies who have excelled in their initiatives towards CSR and deserve the plaudits for their contribution towards building a better society and efforts for the people of Pakistan. Companies like PTCL, Unilever, Procter & Gamble, PSO, Shell, Total Parco, Engro Corp, Qarshi, National Bank of Pakistan, EBM, FFC, NOKIA, Bank Al Falah, MCB Bank, Adamjee Insurance Company, Nestle, Abbott, Suzuki, Ali Akbar Group and Packages Ltd are on the forefront of this drive towards CSR (Pakistan Observer, 2017; Shahid, 2012). Through these interventions these organizations are expressing their concerns for the community they operate in; along with the common interest in building relationship and trust with their customers and employees.

Employees are directly involved in CSR programs, becoming primary stakeholders and implementing CSR strategies. Social identity theory (SIT) explains the mechanism through which an organization's CSR initiatives impact certain in role, extra role employee behavioral outcomes (Ong et al., 2018; Asrar-ul-Haq et al., 2017). Corresponding to the theory these initiatives result in an increase in organizational identification among employees (Farooq et al., 2017) towards a further outcome of rewarding and extra-role employee behaviors like organizational citizenship behavior (OCB) (Gao & He, 2017).

When organizations are viewed as socially responsible by their employees, they perceive them to be respectable, attractive, and unique and an axis of pride. Consequently, to enhance their self-worth and personal development, employees tend to identify with their socially responsible organizations (Farooq et al., 2017). The organizational identification developed through these initiatives has two components; affective and evaluative. The study proposes that these two dimensions of OI mediate the CSR and OCB relationship differently and in contrast to each other. It is suggested that social identity mechanisms are stimulated by both types of CSR (internal and external), but in two different ways; self-focused (CSR to employees), which has stronger links with affective OI that deals with employees' emotional attachment and the other-focused (CSR to community) brings in spotlight the external stakeholders and is more related to evaluative OI which is based on the internal and external connotations being attached to the organization.

This study is focused towards understanding the impact of CSR initiatives upon two of the dimensions of OCB through a mechanism of dimension based organizational identification. An understanding of this mechanism can encourage these organizations to instigate the required outcomes through targeting the right mix of multi-focused CSR initiatives.

Although, the model is already inquired (Gond et al., 2010; Jones, 2010), but not in the local context. Subsequently, the splitting up of the dimensions of OI while mediating the effect of CSR on OCB makes it different from the earlier studies (Blader et al., 2017). It will help understand how differently do the employee perceptions of organization's CSR initiatives towards employees and community make them identify with their organization. Moreover, it will also guide what sort of specific behaviors are outcome of these different types of mechanisms.

There is another contribution of this research effort as it enquires about the contrasting impact of the employee and community components of CSR not on OCB in general but upon its dimensions of conscientiousness and sportsmanship (Ong et al., 2018).

The research questions of this study are:

- Does affective organizational identification mediate the relationship of employees' perceptions of CSR towards employees and OCB dimension of conscientiousness?
- Does evaluative organizational identification mediate the relationship of employee's perceptions of CSR towards community and OCB dimension of sportsmanship?

2. Literature Review

2.1 CSR and Components of CSR

CSR is considered as an organization policy, demanding the alignment, integration and implementation of its requirements by the organizations and in doing so, getting engaged in actions towards its various stakeholders, and society in general, that are for a common social good beyond the ordinary interests of the firm. The most cited CSR definition considers it as “the social responsibility of business encompassing the economic, legal, ethical and discretionary expectations that society has of organizations at a given point of time” (Carroll, 1979). In view of some scholars CSR is above an organization's legal and economic responsibilities (Matten & Moon, 2008; McWilliams & Siegel, 2001), while others do not relate CSR with technical, legal and economic obligations (Aguilera et al., 2007; Sims, 2003) Like in case of, McWilliams and Siegel (2001) who consider CSR as “actions that appear to further some social good, beyond the interests of the firm and that which is required by law” and Rupp et al. (2006) as “activities, decisions, or policies, that organizations engage in to effect positive social change and environmental sustainability.”

CSR (corporate social responsibility) toward employees ensures the employee well-being by the organization by providing them with support in offering better career opportunities, safety, friendly policies based on organizational justice and better union relations, safety and job security (Turker, 2009). Organizations feel the need for communication and reporting of their CSR initiatives and policies to the employees. Indeed, the primary stakeholders in any organization are considered to be its employees and it's considered critical to account for their perceptions and interpretations (Turker,

2009). The focal point of most of contemporary CSR studies are employees as stakeholders and several scholars provide support to the argument that company's CSR has positive effect upon employees (De Roeck & Maon, 2018; Aguinis & Glavas, 2017; Gond et al., 2017).

Whereas CSR towards community aka CSR toward social and nonsocial stakeholders is a component of CSR which highlights the business' responsibility towards society and environment (Turker, 2009). In consequence to direct or indirect impact of these CSR components and resulting employee perceptions tend to execute different types of social identity and social exchange processes resulting in differing influences upon employee attitudes and behaviors.

2.2 Employee Perceptions of CSR and Organizational Identification in Light of Social Identity Theory

The understanding, planning, implementation and achievement of sustainability can prove to be a complicated, laborious and expensive but a multidimensional process depending upon operations and business model of the organization (Lasrado & Arora, 2017). Most of the employees whether they are working directly or indirectly, influence their respective organizations' sustainable outcomes (Gond et al., 2017). Their attitudes, practices, values and norms play an important role towards influencing the execution and advancement of these initiatives (Ones & Dilchert, 2012).

Tajfel and Turner (1979) developed social identity theory (SIT) as a substitute to the conventional theories of that time, advocating the shortage of material resources to be the major cause of emerging intergroup conflicts (Sherif, 1966). Arranging for limited studies on groups, Tajfel et al. (1971) structured some groups without clear distinction, like classifying on the basis of a specific painting selection or some other similarly meaningless distinction. The individuals were then asked to evaluate their in-group and out group members.

Moreover, employee perceptions of status within their organization increase in response to their assessment of respect with which they are treated by the organization that ultimately influence their identification (Tyler & Blader, 2003). Since CSR toward employees may strengthen emotional acquaintance, perceived respect and status of the employees within the organization as an outcome of its incorporated actions that ensure the prosperity and active assistance of workers and great working atmosphere. It is therefore suggested that CSR to employees contributes to employees' affective OI which deals with that emotional attachment.

Post et al. (2002) define stakeholders as "the individuals and constituencies that contribute, either voluntarily or involuntarily, to [the firm's] wealth-creating capacity and activities, and that are therefore its potential beneficiaries and/or risk bearers." Stakeholder theory assumes that managers analyze and evaluate their actions from the lens of their relationships with stakeholders (Freeman, 1984).

Employee perceptions of an organization's treatment of its stakeholders affect their perception about its CSR initiatives (El Akremi et al., 2018). Therefore, employees' learning and evaluations of an organization's internal and external components is derived

from its stakeholder groups (Aguinis, 2011). CSR to community addresses the concerns of an organization's external stakeholders; the knowledge of these actions may result in favorable perceptions of these initiatives among employees. This can trigger the mechanism of evaluative organizational identification as an outcome of positive assessment of these initiatives by the employees.

2.3 Perceived CSR and OCB in a Dimension Based Mechanism

Organizational citizenship behavior is a discretionary behavior and is not concerned with a formal job description. This is an anticipation of responsible and extra role behavior of employee such as helping a colleague or a person with a heavy, voluntary participation in office meetings, taking initiatives for personal development to become resourceful, and not complaining about minor problems (Podsakoff et al., 2009). Katz (1964) regarded the organizational citizenship behavior as "innovative and spontaneous behaviors", that are not a part of the job description for organizational performance. Organ (1988) defined it as "individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system, and that in the aggregate promotes the effective functioning of the organization." Right from the commencement of the concept, there has been an active investigation in the area of OCB that led to the understanding and recognition of the impact of the contribution being made by the individuals towards organizational performance. OCB deals with the extra-role the individual play by showing extra performance leading towards effective and efficient functioning of the organization.

The study of extant literature provides two dimensions of employee behaviors; the in-role and extra-role behaviors. In-role behaviors are more in line with the obligatory requirements to maintain the membership with the organization and extra-role behaviors deal with one that are discretionary in nature beyond obligatory requirements that benefit others and help encourage effective organizational functioning (Lin et al., 2010). OCB deals with extra-role work-related behaviors which are not limited to the duties that are part of a routine and are prescribed by the formalities of job description and are measured by the conventional performance appraisals. Cooperating with the peers, being extra punctual, efficient use of one's time, voluntarily helping others, conservation of resources, idea sharing and positive representation of the organization are some examples of OCB according to Ahmadi (2010).

Organ (1988) has classified OCB into following dimensions:

Altruism: "helping other members of the organization in their tasks" (e.g. deliberately helping less gifted or new representatives, and helping employees who are over-burden or absent and sharing sales related strategies).

Courtesy: "preventing problems deriving from the work relationship" (e.g. empowering other colleagues when they are debilitated about their professional advancement).

Sportsmanship: "accepting less than ideal circumstances" (e.g. negligible grievances, genuine or envisioned insults).

Civic virtue: "responsibly participating in the life of the firm" (e.g. going to functions and meetings that are not required but can help the firm keeping in line with changes in the environment and taking the recommended initiatives to help improve firm procedures).

Conscientiousness: “dedication to the job and desire to exceed formal requirements in aspects such as punctuality or conservation of resources” (e.g. working long hours, enthusiastically abiding by organizational rules and avoiding even the minor wastage of work time).

Although there is support in the extant literature for an all-inclusive OCB as an outcome of CSR (Zhang et al., 2014). The purpose of the study is to split up its dimensions to understand a standalone impact of CSR upon them. Among Organ’s (1988) five prescribed OCB dimensions, altruism and courtesy are focused towards helping other members and managing problems resulting from work relationship. While, civic virtue is centered on representing the organization by voluntarily participating in nonobligatory meetings. The study assumes conscientiousness and sportsmanship as the chosen OCB dimensions for this research endeavor for being apparently more connected and directly relevant to the employee behavioral outcomes directed towards the organization deriving from affective and evaluative OI respectively.

Literature supports the assumption that employees exhibit OCB at work in response to their organization’s CSR initiatives (Zhang et al., 2014; Swaen & Maignan, 2003). This can be explained through the development of favorable self-concepts like self-esteem in response to the perceived benefits of CSR among employees (Tajfel & Turner, 1986), which encourages them to reciprocate the firm initiatives by exhibiting positive behaviors (Farooq et al., 2014; Gond et al., 2010).

- **H_{1a}**: Employee perceptions of organization’s CSR initiatives towards employees have positive impact upon conscientiousness (dimension of OCB).
- **H_{1b}**: Employee perceptions of organization’s CSR initiatives towards employees have positive impact upon sportsmanship (dimension of OCB).
- **H_{2a}**: Employee perceptions of organization’s CSR initiatives towards community have positive impact upon conscientiousness (dimension of OCB).
- **H_{2b}**: Employee perceptions of organization’s CSR initiatives towards community have positive impact upon sportsmanship (dimension of OCB).

2.4 Perceived CSR and OCB under the Mediation of OI in a Dimension Based Mechanism

The relationship between CSR and OCB has been the focus of a number of past studies (Hansen et al., 2011; Lin et al., 2010; De Gilder et al., 2005). The basic mechanism being identified in these studies is primarily identity-based in the form of organizational identification or moral identity that explains the CSR, OCB relationship. As in case of Rupp, Shao, Thornton, and Skarlicki (2013), who ascertain that employees’ moral identity as a moderator bolster the positive relationship between CSR and OCB.

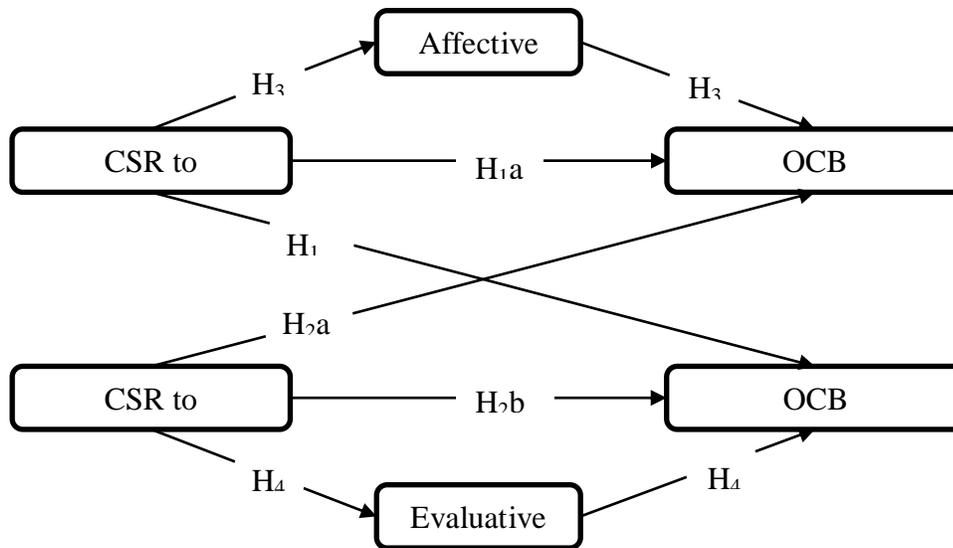
Others advocate the increase in organizational identification among employees, through CSR (Shen & Benson, 2016; Jones, 2010), that positively influences their OCB. The interests and values of the organization are integrated in employees’ self-concept, in direct proportion to the degree of organizational identification being observed in them (Dutton & Dukerich, 1991). Collective interest and self-interest become synonymous, motivating individuals to incorporate organizational goals and valiantly pursue the best

interests of the organization (Van Knippenberg & Sleebos, 2006). The success or failures of the organization are considered to be the part of one's own self, in situations where individuals are experiencing the higher levels of OI.

Consequently, they are expected to get engaged into behaviors leading to better accomplishment of organizational goals as it reflects positively on themselves and their organization (Dutton & Dukerich, 1991). Evidence of previous research supports the influence of the higher organizational identification in leading towards supportive, accommodating and organizational citizenship behaviors (Gond et al., 2010; Riketta, 2005; Tyler & Blader, 2000; Smith et al., 1995).

Conscientiousness and sportsmanship although are both, dimensions of OCB but different in meaning and scope in the context of this study, regarding the impact of dual focused CSR. Conscientiousness is employee dedication to the job exceeding formal requirements (Organ, 1988). It is a behavior that is exhibited by employees through efficiently utilizing their allotted time and by going beyond means in serving their respective organizations. Such behaviors are expected to be a product of reciprocity and can be nurtured more by employee-oriented CSR initiatives and their emotional attachment with the organization in the form of affective OI. Therefore:

- **H₃**: Affective organizational identification mediates the positive relationship between employee perceptions of CSR towards employees and Conscientiousness (dimension of OCB).



- **H₄**: Evaluative organizational identification mediates the positive relationship between employee perceptions of CSR towards community and sportsmanship (dimension of OCB).

Figure 1: Conceptual Framework

Above mentioned conceptual framework explicate Six main variables used in this study which include perceived CSR towards employees and perceived CSR towards

community (both as independent variables) having possible direct and positive impact on OCB conscientiousness and OCB sportsmanship (used as dependent variable). Whereas, above mentioned conceptual framework also highlights mediating role of affective OI and evaluative OI between perceived CSR towards employees and OCB conscientiousness and between CSR towards community and OCB sportsmanship respectively. The conceptual framework also presents the clear view of proposed and hypothesized relationships among these variables.

3. Methodology

The study used quantitative research design to test the hypothesis.

3.1 Sample and Procedure

The study is based on a sample that is drawn on utilizing the convenience sampling method. According to Chritensen and Johnson (2004) convenience sampling can be used commonly in cases where all the population is not easily accessible and individuals are requested to voluntarily participate in the study. Convenient sampling is drawn using different techniques. Purposive sampling is being chosen as a suitable technique for the purpose of this study. Chritensen and Johnson (2004) recommend that to utilize purposive sampling technique the researcher should try to locate the individuals who fulfill the priori characteristics of the population are under consideration.

The research design for the study is cross-sectional. Questionnaires based on renowned scholars' established measures were employed for data collection using survey method. The employees working in twelve organizations operating within telecom, beverages and home appliances industries of Pakistan have provided the data for the study by filling the survey questionnaires. These organizations were selected for data collection for the acknowledgement they received of their CSR initiatives and social development efforts in the 9th Corporate Social Responsibility (CSR) Summit held on January 19, 2017. During the summit the efforts of 55 most prestigious organizations were awarded for their significant contributions towards CSR.

These companies are considered major players among local companies for their active CSR involvement. Like in case of a local company participating in the survey is actively involved in relief activities in calamitous and disastrous situations faced by the country by the events of nature. It also arranges for healthcare improvement and employee wellbeing activities by offering to its employees and the deprived community, voluntary medical services setting up a large medical centers' chain. It looks after many poor patients by arranging for their medical expenses. The company also shows its concern for natural environment by setting up a purposeful 'Health, Safety, and Environment' (HSE) Department. The other selected companies are also involved in similar activities and extending the CSR initiatives towards providing underprivileged children better food and education, disaster management and rehabilitation of victims, campaigning against spate deceases like Dyngi and Swine flu, managing programs for the reduction of greenhouse emissions and environmental protection and educating the society towards managing waste and redundancies through recycling, sustainable packaging and other suitable means.

The sample was selected using convenient sampling. The contact person from the selected organizations was asked for his support in the distribution of survey questionnaires and as needed in some cases help arrange the meeting with the management for the formal approval of the activity. The preliminary discussions with the management and employees were focused towards explaining the purpose of the study, reviewing the data collection procedure and providing confidentiality assurance. The questionnaires were administered in English and were distributed both electronically and physically in hard form. Respondents were contacted at their workplace and were encouraged to respond in their desired manner; electronically or through paper. The questionnaires were distributed, completed, and collected in the workplace.

3.2 Participants

In total, 297 administered questionnaires were received. One hundred, fourteen (38%) from electronic source remaining one hundred, eighty three (62%) of the printed questionnaires were returned after completion. Out of the 183 hard form questionnaires 20 were discarded on the basis of incorrect self-engineered, manipulated responses. This made the sample size shrink to 277 respondents, still much above what is required according to the formula of Tabachnick and Fidell (2007) $N > 50 + 8k$. Out of these 277 participants, 76% were male. Twelve percent of the respondents were between the age range of 18 and 28 years; 40% were of 26-30 years; 32% were 31-35 of years; 10% 36-40 years; and 6% were in more than 40 years of age category. Regarding education of the respondents, 7% were undergraduate, 26% had earned a bachelor's degree and 67% were master's degree holders. Finally, inquiry of working experience provided that 57% of respondents had more than 5 years experience; 23% had 3 to 5 years experience; 12% had 1 to 2 years experience; 5% had 6 months to a year and a mere two percent were having the minimal experience of less than six months.

3.3 Instruments

3.3.1 CSR

Turker (2009) has developed an adopted instrument based on perceptual measures, which was used to measure perceived CSR for the study. From this measure six items measured social and nonsocial CSR (CSR to community) returning the reliability coefficient of 0.865 another six items measured perceived CSR towards employees with Cronbach alpha value of 0.873.

3.3.2 Organizational Identification

A four-item instrument version; two each for affective OI and evaluative OI of Dick, Wagner, Stellmacher, and Christ (2004) scale was chosen to measure organizational identification. The separate dimensions of scale didn't return the required level of Cronbach alpha values (returning values below six and five respectively). Although, all four items when combined brought quite an acceptable value of 0.653. The reason could be the smaller number of the separate items which was only two each.

3.3.3 OCB

OCB was measured using Kumar and Shah (2015) scale, which is adapted from Podsakoff's (1990) instrument. As the study considers only two of the OCB dimensions i.e. sportsmanship and conscientiousness, six items were taken. All items from both

dimensions demonstrated high internal consistency and reliability, with Cronbach alpha values of 0.842 for sportsmanship and 0.668 for conscientiousness.

3.4 Reliability Analysis

Convergent and discriminant validity as suggested by various researchers are subgroup of construct validity. Cooper and Schindler (2008) suggest that it is not possible to treat a construct independently, because, researcher and respondent as human beings are interlinked with a complex network of emotions. However, in this research, our focus is to study particular aspect of the construct. In this paper using Cronbach's alpha with strong reliability indices provide evidences of the construct validity; as both measures' internal consistency (Grandón, & Pearson, 2004).

3.5 Confirmatory Factor Analysis (CFA)

Table 1: Rotated Component Matrix

	<i>Component</i>				
	1	2	3	4	5
CSR to Employees Question 1	.615				
CSR to Employees Question 2	.736				
CSR to Employees Question 3	.698				
CSR to Employees Question 4	.714				
CSR to Employees Question 5	.763				
CSR to Employees Question 6	.620				
CSR to Community Question 1		.693			
CSR to Community Question 2		.679			
CSR to Community Question 3		.744			
CSR to Community Question 4		.636			
CSR to Community Question 5		.658			
CSR to Community Question 6		.717	.		
Affective OI Question 1					.747
Affective OI Question 2				.315	.407
Evaluative OI Question 1					.699
Evaluative OI Question 2				.438	.331
Conscientiousness OCB Question 1				.730	
Conscientiousness OCB Question 2				.801	
Conscientiousness OCB Question 3				.760	
Sportsmanship OCB Question 1			.849		
Sportsmanship OCB Question 2			.796		
Sportsmanship OCB Question 3			.816		
Extraction Method: Principal Component Analysis.					
Rotation Method: Varimax with Kaiser Normalization. ^a					
a. Rotation converged in 6 iterations.					

Confirmatory factor analysis (CFA) was performed for the study to test the dimensionality and validity of the concepts although all measures chosen for the study were well established instruments. CFA was performed taking two components of employees and community from Turker's (2009) CSR measure, two organizational

identification's dimensions of affective and evaluative OI from Dick et al. (2004), two of Kumar & Shah's (2015) OCB dimensions of conscientiousness and sportsmanship and Bothma & Roodt's (2013) turnover intentions instrument for the verification of these dimensionalities and measures. The Kaiser-Meyer-Olkin measure of sampling adequacy indicated a good proportion of variance of 0.902 by the chosen variables caused by underlying factors. The significant value resulting from Bartlett's test of sphericity proved all variables to be related and suitable for structure detection. The approximate chi-square was 2623 and degree of freedom (df) was 231.

All 22 items of the instrument were highly loaded on an average around 0.65; only two items (affective OI's Q2: 0.407 & evaluative OI's Q2: 0.438) out of these were well below 0.6. According to Kline (2004), a standardized value higher than 0.60 on its respective factor demonstrates a reasonably high factor loading.

CFA was run on SPSS using Varimax rotation. On the rotated component table of both components of CSR loaded in separate factors; 6 items of CSR to employees loading together in one factor and all six items of CSR to community loaded together in the other separate factor. Similarly, three items of OCB dimension of conscientiousness loaded together in a single factor and three items of OCB sportsmanship loaded in a separate factor. One item of the evaluative dimension of OI loaded separately but its second item loaded along with both items of affective OI proving this factor to be the only adverse aberration in an otherwise well-structured CFA.

Table 2: Correlation Analysis

	CSR Employee	CSR Community	Affec OI	Eval OI	OCB Cons	OCB Sports
CSR Employee	1					
CSR Community	.709**	1				
Affec OI	.368**	.392**	1			
Eval OI	.384**	.314**	.431**	1		
OCB Cons	.320**	.302**	.374**	.386**	1	
OCB Sports	.434**	.370**	.304**	.405**	.306**	1

The above table shows the relationship direction among variables. Relationships between both components of CSR and both dimensions of OCB are positive and significant with a value of 0.320** in case of the relationship between CSR towards employees and OCB conscientiousness and 0.370** in case of the relationship between CSR towards community and OCB sportsmanship. Similarly, the relationships between perceived CSR towards employees and OCB sportsmanship (0.434**) and perceived CSR towards

community and OCB conscientiousness (0.302**) also proved positive and significant. Both the mediating variables of effective OI and evaluative OI indicate positive and significant relationship with both independent and both dependent variables in the above table.

3.6 Validity of the Constructs

Whether an instrument of a construct is measuring what it intends to measure is revealed by face validity of all its items (Saunders, 2011). Hence, all the question items being used in the study are checked in line with the recommendations of Saunders and the items measure the same as the construct is defined. Whereas, to establish the content validity all the questions of questionnaire should cover different dimensions of the construct. In line with the guidelines being provided by Cooper and Schindler (2008), a review of the existing literature and discussion sessions with the subject experts were arranged to finalize useful question items for the goal of establishing content validity.

In view of various researchers, convergent and discriminant validity are the subgroups of the construct validity. Researcher and the respondent both as human beings are interwoven in Cooper and Schindler (2008), suggest that it is not possible to treat a construct independently, because, researcher and respondent as human beings are interwoven in a multifaceted emotional network. The purpose of this research endeavor is to emphasize only some particular aspects of the construct while avoiding to study and discuss the dimensions of the construct which may prove lesser relevant to the areas under consideration. CFA analysis indicating strong fit indices provides the needed proof of the construct validity. According to Arifin, and Yusoff, (2016), recommended fit indices are the proof of the items and construct relationships.⁵

4. Results

The study is aimed at predicting the direct and mediating effect of perceived CSR on OCB. Preacher & Hayes (2011) recommend the use of structural equation modeling (SEM) for testing these relationships. These analyses were employed to study the effect of employee and community components of perceived CSR upon OCB and employee turnover intentions directly and under the mediation of affective and evaluative organizational identification. SEM was applied using WarpPLS software. Figure 2 presents the resulting model showing significant results of all hypothesized relationships.

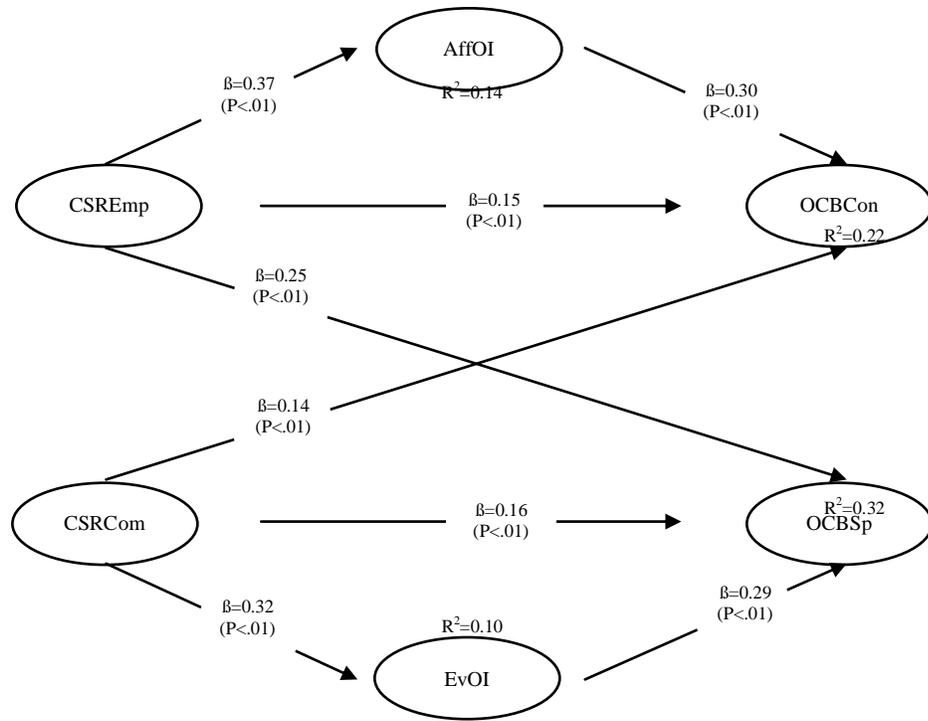


Figure 2: Structural Regression Model

Notes: The numbers on the paths represent standardized regression weights. Co-variances among independent variables, item-level structure of the constructs, and error terms of dependent variables are not shown, for simplicity and clarity.

The model illustrates the direct impact of employee component of perceived CSR upon OCB conscientiousness and mediating impact through affective OI. Similarly, the direct impact of community component of CSR upon OCB sportsmanship and mediating impact through evaluative OI is also visible. The other hypothesized relationships that are tested through SEM and the results are discussed in the study hereafter but are not being depicted in the structural regression model above for the purpose of simplicity and avoiding clutter.

According to SEM employee component of perceived CSR shows a significant relationship with OCB conscientiousness (0.15, $p < .01$) testifying hypothesis 1a in support of existing literature. Hypothesis 1b that proposes the direct impact of employee component of CSR upon OCB sportsmanship (0.25, $p < .01$) also stands accepted resulting from the SEM analysis. Similarly, SEM equation clearly showing support for hypotheses 2a (0.14, $p < .01$) & 2b (0.16, $p < .01$) confirming the direct relationship of community component of CSR with both dimensions of OCB. These all relationships are well in line with the findings of Zhang et al. (2014) and Swaen and Maignan (2003).

4.1 Mediation of Affective and Evaluative OI

The model is also showing significant support for hypothesis 3 that stands accepted as the impact of perceived CSR towards employees upon OCB conscientiousness is mediated by affective OI (0.30, $p < .01$). This indicates partial mediation due to the above discussed significant direct impact of employees' component of perceived CSR upon OCB conscientiousness. Similarly, there is significant support for hypothesis 4 that confirms the partial mediation of evaluative OI between the relationship of community component of CSR and OCB sportsmanship (0.29, $p < .01$). These findings support the earlier works by Shen and Benson (2016) and Jones (2010).

Further, to test whether or not OCB conscientiousness could be an outcome of the other mechanism of perceived CSR towards community in mediation of evaluative OI and similarly OCB sportsmanship as an outcome of perceived CSR towards employees and affective OI another SEM was run. The results of this analysis are not part of the results section of the study but are discussed in the discussion section as it was other than the hypothesized relationships.

5. Discussion

The central objective of this study is to investigate the effect of employee and community components of perceived CSR on two of the OCB dimensions i.e. sportsmanship and conscientiousness, through different routes under the mediation of affective and evaluative dimensions of organizational identification respectively. Through the use of SEM for the study, it has been determined that perception of CSR towards employees and community are strong predictors of both OCB dimensions of sportsmanship and conscientiousness separately and simultaneously through the direct routes. For the indirect route, it was hypothesized that OCB conscientiousness will prove to be an outcome of perceived CSR towards employees under the mediation of affective identification and OCB sportsmanship will be a consequence of an impact of CSR towards community under the mediation of evaluative OI. For the purpose of proving these dimensions are an outcome of separate routes, it was needed to establish that they are an indirect outcome of the hypothesized mechanisms only instead of an outcome of both mechanisms.

Study conducted by Ko, Moon & Hur (2018) highlighted the fact that, employee's perception regarding organizational identification is positively affected when they link themselves with organization. Particularly positive societal investment perform by organization can increase employees OCB.

This proved to be true for OCB sportsmanship as it proved to be an indirect outcome of the hypothesized mechanism of perceived CSR towards community under the mediation of affective OI and not through the other route of perceived CSR under the mediation of evaluative OI. But in case of OCB conscientiousness it proved to be an outcome of both the mechanisms which is somewhat different from this study's assumptions. Otherwise, these new findings bring far reaching implications to the literature of CSR towards understanding the impact of multi-oriented CSR initiatives and the mechanism through which they foster fruitful and rewarding work behaviors like OCB. It helps understand

the process through which employee perceptions of firm's CSR initiatives towards employees and community influence their OCB.

This may also encourage certain other behavioral outcomes that result in an all rounded increase in organizational performance. It can help them determine, which behaviors to foster at a specific time and what sort of CSR activities may bring more fruit in nurturing those behaviors. Sportsmanship for that matter is linked with evaluative part of organizational identification being fostered by the CSR initiatives the organization takes that are targeted towards the community. This makes sense because sportsmanship is a behavior that employees show by accepting less than required level of work standards. By knowing the fact about their organization that it is being positively judged by the outsiders, make them accept less than favorable circumstances for the sake of their evaluative organizational identification.

Research findings in different countries has also supported the idea of CSR with positive outcomes from employees. For instance, study conducted in turkey by Kunda, Ataman & Kartaltepe Behram (2019) suggests that, employee perception about socially responsible organization, can bring positive outcome such as high job engagement in extra role behavior and resolve work-related problems. Even organizational efforts, to protect environment can lead to positive employee perception toward organization. A recent Study by Cheema, Afsar, Al-Ghazali & Maqsoom (2019) suggested to communicate organization's work done in order to protect environment; such internal communication with employees indicate organizational intension which can lead to positive effects.⁴

Moreover, affective OI not mediating the relationship between CSR towards employees and OCB sportsmanship is also understandable, as accepting less than favorable circumstances fits more with ones who see their organization in light of the external prestige and praise being showered upon it in return of the community-oriented CSR initiatives. Whereas going beyond the obligatory requirements in serving their organization is something, which relates more prominently with employees who feel the need to reciprocate the extra favors being showered upon the by their organization through the employee-oriented initiatives being taken through their CSR programs. This way OCB conscientiousness is the result of the affective organization identification being exhibited by employees due to their emotional attachment with the organization through their perceptions of employee-oriented CSR.

In light of existing literature however, organizational identification does affect absenteeism, job involvement, in-role and extra-role behaviors, and job involvement (Riketta 2005). Similarly, trust is an antecedent of turnover intentions, organizational citizenship behaviors, and job performance (Dirks & Ferrin 2002). Therefore, the findings of this study suggest that CSR may indirectly influence many employees' attitudes and behaviors, beyond OCB.⁷

Although, as the results of the study proclaim, OCB conscientiousness is a behavior being exhibited by those employees as well who identify with their organization through the evaluative dimension of OI by means of the efforts of CSR towards community by their respective organizations. Which proves affective and evaluative organizational identification equally encourage employees towards going beyond means for their

organization as a result of its employee-oriented and community-oriented CSR initiatives respectively.

6. Conclusion and Contribution

These findings validate the proposition that an organization's CSR initiatives targeted towards employees indicate the feelings of respect and care to them and make them believe that their organization values them. The initiatives taken by the organizations in the form of high-performance work systems (HPWS) have a similar affect upon employees based on the extant literature, which proves to be in line with these findings of the study (Datta et al., 2005). The increase in employee motivation through HPWS results in an overall improvement in personnel quality and organizational performance, turning these employees into a consistent source of competitive advantage according to the research in the area of strategic human resource management (Huselid, 1995). The findings of the study thus coincide with HPWS and strategic human resource management literature as well by demonstrating the linkage between employee-oriented CSR initiatives and the rewarding employee behaviors in form of OCB resulting further in favorable organizational outcome with a reduction in employee turnover intentions.

The impact of community-oriented CSR initiatives upon evaluative organizational identification and OCB has also found support in findings of the study. The contributions made by the organization towards charity, social development and environmental issues positively impact its employees making them evaluate their organizations in positive terms. This is much in line with the findings of Brammer and Pavelin (2006) and Fombrun (2005) who proclaim that community investments result in an enhanced corporate reputation. The reputation then translates into employees' evaluative organizational identification; making them identify with the organization in response to their sense of social solidarity to the concerns of the society being demonstrated by the organizations and perceived by them in accordance.

Similarly, an organization's concern for people which is demonstrated through its CSR initiatives toward community creates a sense of social solidarity among its employees as they perceive these signals as benevolent and a source of their affective and evaluative organizational identification in response to these initiatives. This implies that employees are not only anxious about their organizations' voluntary transactions targeted at them but also with the ones that are focused towards community welfare as well. These findings support the assertion that CSR stimulates emotional and evaluative bonds among employees with their respective organizations and reciprocate these noble actions by their company focused towards them and others, adopting similar mechanisms in some cases and discriminant in others.

Moreover, CSR is not considered as a properly understood, acknowledged or implemented concept in the developing countries. The proven impact of community-oriented CSR on organizational identification and OCB through this research in Pakistan is an extension of earlier studies that were conducted in Western contexts. It confirms the high value the South Asian community also assigns to its corporate sector's CSR initiatives toward the community. Organizations in South Asian countries including Pakistan exhibit a relative lower level of CSR when it is compared against the level of CSR exhibited by their western counterparts (Sriramesh, Ng, Ting, & Wanyin, 2007),

which explains the likely cause of the socially responsible companies being highlighted and standing apart above others.

This study reaffirms CSR as a significant contributor to organizational identification expanding further towards identifying differently targeted CSR initiatives as antecedents of its affective and evaluative dimensions. It provides an important base for understanding the contrasting impact of these dimensions in line with contrasting targets of employee focused and community focused CSR. It provides a different lens to help understand social identity theory beyond the conventional wisdom.

Finally, the study also contributes contextually, conducted in Pakistan, not a site of many previous studies, it tests and validates Western CSR, OI and OCB instruments in South Asian context. The implications of these findings go beyond the private sector organizations to policy makers, governments and nongovernmental welfare organizations. These results prove that CSR to community and employees affect employee attitudes and behaviors in meaningful ways adopting certain mechanisms which lead to evaluative and affective dimensions organizational identification respectively. The emotional and evaluative association of employees, with their respective organizations then force them to exhibit extra rewarding behaviors like OCB conscientiousness and OCB sportsmanship.

7. Limitations and Future Study Directions

The findings of the study suggest some directions furthering the research for some additional endeavors. For example, separating the affective and evaluative dimensions of organizational identification can prove to be a point of departure for future studies to analyze these concepts further to elevate them at level of a distinct concept with more exhaustive and independent instruments for the concepts. These instruments will validate the concepts further with a more sophisticated consistency and reliability score, working in similar mediating frameworks. Empirical evidence for this study supports that OCB sportsmanship is an outcome of the mechanism, where CSR towards community is the predictor and evaluative OI partially mediates the relationship. Whereas, the other mechanism, where affective OI partially mediates and CSR towards employees predicts; OCB conscientiousness is the outcome. Although, in case of this study, OCB conscientiousness has proven to be an outcome of the former mechanism as well. Likely justification for these findings has been provided but further investigation is still needed to determine that both dimensions are an outcome of exclusively separate frameworks.

Similarly, to confirm whether employee-related investments are more tightly linked to certain employee related required outcomes at a specific time or community-related initiatives might suffice in bringing the level of success and performance outcomes that prove to be the need of the hour. If there is need for specific outcomes related to both components then what should be the portion spent on each and how differently would these initiatives bring fruit for the organization. This ascertains the profound understanding of these underlying mechanisms.

This study reinforces social identity mechanism in CSR–employees research. There are other mechanisms like social exchange (Farooq et al., 2014) and justice mechanisms (Rupp et al., 2006) that may further explain this phenomenon. This examination has not

been intended to expand any further to ensure clarity and parsimony. Therefore, it is recommended for the future studies to be carried out by exploring some alternative frameworks other than social identity and social exchange to further a detailed, rounded and practically more meaningful understanding of the phenomenon.

Moreover, the purpose of parsimony hindered again in the incorporation of boundary conditions as moderators affecting the investigated mechanisms. Especially, the difference of cultural characteristics at national and individual level can prove to be important concepts that have the potential to be added as moderators in the prescribed framework. Pakistani culture is predominantly being considered as a collectivist culture where this investigation has taken place. In a Western country it may bring about relatively different findings. This further emphasizes a further inquiry into boundary conditions by initiating a cross cultural investigation of the mechanism.

Methodologically, the study was carried out using purposive sampling for the purpose of data collection. That limits the representativeness of the wider population as a consequence. The research design of the study is cross-sectional that restrains from formal inferences of causality. The data was collected according to a cross-sectional design that restrains the formal drawing of causal inferences. Finally, the study focused only some specific industries i.e., telecom, home appliances, beverage and some nonprofit setups, which provides an avenue for future research targeting other sectors of organizations and industries.

The findings have further suggested and highlighted the differences in employee outcomes and behaviors resulting from differently focused CSR initiatives. Some of the outcomes might prove more effective compared to others leading managers to help identify the CSR strategy that prove more effective and efficient taking into account different contexts. Finally, the findings not only suggest the different outcomes of differently targeted CSR actions but the different type of mechanisms that result in the establishment of these relationships.

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