

Corporate social responsibility organizational identification and motivation

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Abstract

Purpose – *The purpose of this paper is to explore the impact of corporate social responsibility (CSR) engagement on employee motivation, job satisfaction and organizational identification as well as employee citizenship in voluntary community activities.*

Design/methodology/approach – *Employees (n = 224) of a major airline carrier participated in the study based on a 54-item questionnaire, containing four different sets of items related to volunteering, motivation, job satisfaction and organizational identification. The employee sample consisted of two sub-samples drawn randomly from the company pool of employees, differentiating between active participants in the company's CSR programs (APs) and non participants (NAPs).*

Findings – *Significant differences were found between APs and NAPs on organizational identification and motivation, but not for job satisfaction. In addition, positive significant correlations between organizational identification, volunteering, job satisfaction, and motivation were obtained. These results are interpreted within the broader context that ties social identity theory (SIT) and organizational identification increase.*

Practical implications – *The paper contributes to the understanding of the interrelations between CSR and other organizational behavior constructs. Practitioners can learn from this study how to increase job satisfaction and organizational identification. Both are extremely important for an organization's sustainability.*

Originality/value – *This is a first attempt to investigate the relationship between CSR, organizational identification and motivation, comparing two groups from the same organization. The paper discusses the questions: "Are there potential gains at the intra-organizational level in terms of enhanced motivation and organizational attitudes on the part of employees?" and "Does volunteering or active participation in CSR yield greater benefits for involved employees in terms of their motivation, job satisfaction and identification?"*

Keywords *Corporate social responsibility, Organizational identity, Job satisfaction, Motivation (psychology), Voluntarism*

Paper type *Research paper*

Introduction

Recent trends in the corporate management world highlight organizational commitment to environmental and social improvement initiatives of varying qualities and degrees, commonly termed corporate social responsibility (CSR). The present study explores the intra-organizational impact of CSR programs on employee attitudes to work and the organization, in terms of motivation and identification.

The current economic crisis has been dubbed by American market leaders as "the economic 9/11". Sociologists claim that difficult times yield increased levels of solidarity, heightened attentiveness to surrounding society, and greater awareness and compassion for the community. The current global economy has triggered many corporations to reappraise their strategy in terms of their respective social and environmental impacts and repercussions. The reduction of international trade barriers, deregulation and the growing

power of corporations have all paved the way for revising societal expectations regarding the role of business within society (Habisch *et al.*, 2005).

A growing number of businesses now recognize the need to strike a balance between profitability and the moral right to operate by assuming more social and environmental responsibility. The demand for increased social responsibility may emanate from the organization's top management, motivated to boost profitability as well as projecting a positive public image, or alternately from society, in the form of institutional regulation or a groundswell of public opinion and pressure. While CSR can have meritorious effects on the various benefactors of such initiatives, very little research interest has focused on the impact of CSR on the employee, his or her work motivation and identification with his organization (Collier and Esteban, 2007). Are there potential gains at the intra-organizational level in terms of enhanced motivation and organizational attitudes on the part of employees? In addition, does volunteering or active participation in CSR yield greater benefits for involved employees in terms of their motivation, job satisfaction (JS) and identification?

The present study examined the impact of organizational CSR engagement on employee perceptions of their organization, identification with organizational goals, work motivation and the level of JS.

Literature review

The issue of CSR raises important questions regarding the changing relationship between business, society, and government. This study adopts the definition of CSR as offered by Hopkins (2005, p. 214):

CSR is concerned with treating the stakeholders of the firm ethically or in a socially responsible manner.

While an organization consists of both internal and external stakeholders, the aim of social responsibility is to enhance standards of living while preserving corporate profitability and meeting expectations for all stakeholders. Drucker (1974) stated:

Business management must always, in every decision and action, put economic performance first. It can justify its existence and its authority only by the economic results it produces. A business or a management has failed if it fails to produce economic results.

The chosen definition of CSR is, at one, pragmatic: acknowledging the importance of economic performance, as well as the broad range of stakeholders, while also highlighting the need for balancing these factors with societal responsibility. The following paragraphs review the theoretical background and definitions of constructs incorporated in this study and their hypothesized relationship to CSR.

Corporate image

Recent studies have shown evidence of positive relationships between corporate involvement in social causes and reputation and company image (Hess *et al.*, 2002; Sen and Bhattacharya, 2001). In addition, many companies show an eagerness to display their CSR policies and initiatives with a view to enhance their corporate image (Maignan and Ralston, 2002). In addition, many companies readily perceive the accruing benefits of being seen as socially responsible and attach importance to reporting their CSR activities, even using different media channels to communicate their activities to stakeholders (Sweeny and Coughlan, 2008).

Volunteering

One key benefit of CSR is that it enhances communication with the community and other stakeholders (Anand, 2002; Bernhut, 2002). A focal activity of CSR is manifested in the involvement of the business community in voluntary activities for the general public, thereby serving to formulate a relationship between the organization and its embedded community. Business community involvement (BCI) initiatives encourage organizations to conduct their activities either in proximity to their location, or even outside of their area of operation. Moon

(2002) views BCI as the voluntary contribution of finance, goods or services to community and summarizes the growing evidence for the accruing benefits of corporate volunteering, based on external studies and evaluations conducted by companies of their programs (Table I).

While encouraging employee volunteering may be viewed in terms of a human resource development strategy, business and involvement constitutes a social investment strategy or social capital development.

Volunteering is an essential human social behavior whereby people provide services to others, such as companionship to the lonely, tutoring the uneducated, counseling the troubled, and caring for the sick. A hallmark of this behavior is that it is an activity provided on a regular, ongoing, voluntary basis, often extending over lengthy periods of time (Clary *et al.*, 1998).

As evident above, Moon does not address organizational behavior variables such as motivation, JS and organizational identification (OI) as an outcome of volunteering. The present study focuses on employee-centric factors such as JS and OI, in terms of employee citizenship in volunteering for community activities, yet excluding intra-organizational activities.

Of focal interest is the employees' level of motivation, their JS and their OI as a result of the CSR. It encompasses programs that combine the interests of both the company and its communities, such as employee volunteering, and community partnerships.

Commitment, social identity and OI

The concept of organizational commitment has generated voluminous research interest since the 1980s. Meta-analytic studies of the literature suggest that organizational commitment is driven by work experience, rather than the drafting or selection of new employees, and highlight the importance of engaging organizational support for this process (Meyer *et al.*, 2002). A sense of obligation to remain in an organization is termed as "normative commitment", reflecting a sense of responsibility, loyalty, or a belief that staying is the right thing to do (Allen and Meyer, 1990). In contrast, the concept of "affective commitment" – an additional sub-component of commitment, refers to the degree in which a person feels a strong emotional tie to him being a member of the work organization. In recent years, interest in this phenomenon has waned and attention has increasingly shifted to the concept of OI.

The construct of OI is rooted in the broader concept of social identity and self-categorization theory (Tajfel and Turner, 1979; Turner *et al.*, 1987). The basic assumption is that people tend to think of themselves in terms of the groups and organizations to which they belong. As a

Table I Moon's summary of the different benefits enjoyed by each group as a result of volunteerism	
<i>Group</i>	<i>Benefits</i>
Business	Staff development: teamwork, morale, skills training, flexibility; enhanced reputation; a high-impact way to invest in a healthier community and trading environment
Employees	Access to opportunities otherwise not aware of. Real incentives that make volunteering easier; ability to be involved with peers
Non-profit community groups	Access to business skills; access to "new" volunteers; leads to further partnerships; extending service and taking on new projects
Government and wider community	Enhanced social cohesion; enhanced understanding; greater participation; capacity building the non-profit sector; business-community partnerships

result of social identification (or self-categorization) processes, people develop a sense of psychological attachment to their organization, which can be an important predictor of their motivating behavior (Ellemers, 2001; Ellemers *et al.*, 2004). More specifically, on the basis of the social identity framework, Tyler and Blader (2003) have proposed different models to understand how psychological engagement develops when people view themselves as members of particular groups, organizations or societies.

Social identity theory (SIT) as proposed by theorists (Tajfel and Turner, 1979, 1985; Turner, 1982) devotes considerable research attention to OI. The core concept of SIT refers to the “extent to which people identify with a particular social group that determines their inclination to behave in terms of their group membership” (Ellemers *et al.*, 1999).

Social (organizational) identification has been defined as the “perception of oneness with or belongingness to some human aggregation” (Ashforth and Mael, 1989). This occurs when one integrates beliefs about one’s organization into one’s identity (Pratt, 1998). An alternative approach views identification as a process of self-definition and defines it as “the cognitive connection between the definition of an organization and the definition a person applies to him- or herself” (Dutton *et al.*, 1994).

Tyler and Blader (2003) argue that people should become more psychologically engaged with an organization, to the extent that their membership in the organization contributes to a positive social identity. They claim that the extent to which people derive pride from their organization as well as receive respect within their organization, determines the degree to which their organizational membership contributes to a positive identity. Pride refers to the conviction that the organization is positively valued, whereas respect denotes the belief that the self is valued as a member of the organization (Tyler and Blader, 2003). Thus, pride and respect should induce a sense of commitment to the organization (Tyler, 1999).

OI, as defined by Dutton *et al.* (1994), refers to the degree to which a member defines himself by the same attributes that he or she believes define the organization. Thus OI represents a psychological link between the individual and his employing organization. This link reduces the likelihood of the employee leaving the organization (Allen and Meyer, 1996) and also promotes intra-organizational team work and citizenship behaviors (Dutton *et al.*, 1994). Employees feel pride in belonging to the organization when they identify with it, and they do so because it stands for something they value (O’Reilly, 1991).

OI represents an organization’s effort to define itself and forge a coherent and distinctive identity (Albert and Whetten, 1985). Additional studies show that employee behavior, satisfaction and effectiveness of the organization are affected by the strength of OI (e.g. Brown, 1969; Hall *et al.*, 1970; Lee, 1971; O’Reilly and Chatman, 1986). Moreover, Peterson (2004) claimed that corporate social performance might be expected to contribute positively to the attraction, retention and motivation of employees due to their strongly identifying with positive organizational values (Peterson, 2004).

Organizational image and OI

Organizational image promotes the identification of employees with their organization (Dutton and Dukerich, 1991; Dutton *et al.*, 1994; Smidts *et al.*, 2001). An employee is likely to develop a strong bonding to his/her organization that holds a favorable prestige (reputation) as part of his/her connection (Cialdini *et al.*, 1976). When assessing organizational prestige, “outsiders” consider different aspects (e.g. financial, ethical, and social) of the organization’s prestige, whereas “insiders”, by comparison, build their own view of the organization and its values (OI), and prejudge how “outsiders” view their organization (perceived external prestige) (Carmeli, 2005). Since SIT indicates that employees will be proud to identify with organizations with a positive reputation (Ashforth and Mael, 1989; Dutton *et al.*, 1994; Gavin and Maynard, 1975; Maignan and Ferrell, 2001), a positive relationship between OI and CSR may therefore be posited.

It is therefore hypothesized that:

- H1. Higher employee CSR involvement will be correlated with an increased level of OI.

CSR and motivation

Motivation represents the psychological process that determines the willingness to exert a high level of effort, arousal, direction and persistence to reach goals through voluntary actions in order to satisfy needs (Maslow, 1954; Mitchell, 1982; Robbins and Pearce, 1993). Motivation is an "energizing force that induces action" (Locke, 1997). According to Locke two questions serve as the foundation of motivation: "Why am I doing this?" and "What do I hope to achieve?" Psychologists posit that work effort reflects motivation and theories of motivation can be viewed as theories of efforts (Goldsmith *et al.*, 2000). Moreover, motivated employees are driven more strongly to achieve outstanding results in their assignments, even if fueled by factors such as compensation and fear of unemployment (Shapiro and Stiglitz, 1984; Yellen, 1984). Compensation may be expressed in terms of monetary factors, such as pay and bonuses, or in emotional ways, in the form of compliments, personal feelings of belonging or positive affect following prosocial behavior. Employee behavior in CSR organizational initiatives underlines a specific motivation to participate and contribute to these activities. As a result, the process of being involved in CSR activities should have a reciprocal effect on the general level of employee motivation.

It is therefore hypothesized that:

- H2.* Higher employee CSR involvement will be accompanied by an increased level of work motivation.

JS

The concept of JS is probably the most extensively and frequently researched area in the entire organizational literature (Gruneberg, 1979). JS has been defined as an emotional state resulting from the assessment of one's job (Locke, 1976). JS refers to the individual's feelings or state-of-mind with respect to his work, and reflects feelings of importance and of value worthy of recognition (Weiss, 2002). Brief (1998) summarized the importance of JS:

If a person's work is interesting, her pay is fair, her promotional opportunities are good, her supervisor is supportive, and her coworkers are friendly, then a situational approach leads one to predict she is satisfied with her job.

Studies suggest that JS influences job behavior as well as employee work performance (e.g. Lambert *et al.*, 2002). Cranny *et al.* (1992) claim that JS is positively correlated with employee productivity, although the abundant literature does not uniformly show corroborating evidence for significant positive correlations between these two factors exclusively.

It is therefore hypothesized that:

- H3.* Higher employee CSR involvement will be positively correlated with their level of JS.

CSR and OI-mediated by motivation and JS

The literature review thus far indicates a possible mediating involvement of motivation and JS on the positive effects of CSR on OI. It is therefore hypothesized that:

- H4.* Motivation and JS mediate and strengthen the effects of higher employee CSR involvement on the level of OI.

Method

The present study was conducted at a major Israeli airline carrier that operates worldwide, with 38 offices around the world. Data were collected using a 54-item questionnaire, compiled from four questionnaires on volunteering, motivation, JS and OI.

Sample

A sample of 224 company employees was assembled based on referral by senior management contacts in the organization. The initial request was to construct a random sample of CSR participant and non-participant employees from the existing pool of

company employees. Study participants consisted of 152 males and 72 female employees of all ages (22-67 yrs; $M = 43$, $SD = 12.03$), performing a variety of roles and jobs in the organization: flight crew, staff and warehouse employees, mechanics and engineers, with up to 40 years ($M = 18.07$, $SD = 12.04$ yrs). The employees were categorized as belonging to either of the two CSR activity groups: active participants (APs) and non-active participants (NAPs – essentially the control group) in company CSR community initiatives.

Data collection

The individual responsible for the organization's CSR activities, randomly assigned employees to the two groups of APs and NAPs: 140 AP and 140 NAP employees were invited to participate in the study by completing the questionnaire within three days. Both groups of APs and NAPs were match sampled for similarity in seniority and job description. A total of 224 participants completed the study questionnaire within the allotted time (114 APs and 110 NAPs).

The participant group (APs) consisted of employees who participate regularly in a wide range of volunteering activities, such as helping children at risk, maintaining contact with Holocaust survivors, volunteering in hospitals and rehabilitation centers, organizing social activities in bomb shelters in southern Israel in periods of military tension, volunteering in soup kitchens, and counseling "young entrepreneur" projects in schools.

Both the APs and NAPs were similar on other variables, such as age, rank, education, seniority, family status and number of children.

Instruments

The study questionnaire consisted of 54 items, 49 representing OI, motivation, JS and participation in after-hours community volunteering activities and 5 representing demographic questions (age, seniority, education, gender and job title). The questionnaire items were presented on a Likert scale with "1" indicating strong disagreement and "5" strong agreement. The questionnaire was compiled from existing scales: volunteering (Clary and Snyder, 1990), OI (Tompkins and Cheney, 1983), motivation (Ray, 1979) and JS (Lawler and Hall, 1979).

Results

Table II presents the mean, standard deviation and number of all participants and also by their CSR participation grouping.

Table III shows the relationships between the different variables in the study. NAPs are approximately four years older than APs and have 3.5 years more seniority.

As hypothesized, positive correlations between volunteering, JS, motivation and OI were obtained. These correlations ranged between $r = 0.19$ to $r = 0.42$.

A significant medium positive correlation was found between motivation and JS ($r = 0.30$), the higher the level of motivation, the more JS employees experienced in their workplace.

Table II Means and standard deviation for the research variables

Variable	All participants			APs			NAPs		
	n	Mean	SD	n	Mean	SD	n	Mean	SD
Volunteerism	224	3.94	0.55	114	4.07	0.52	110	3.80	0.55
Job satisfaction	217	4.57	0.50	112	4.60	0.46	105	4.54	0.53
Motivation	223	4.02	0.48	113	4.07	0.47	110	3.96	0.48
Organizational identification	223	4.08	0.59	114	4.16	0.53	109	4.00	0.64
Age	215	43.0	12.03	112	41.11	10.93	103	45.05	12.87
Seniority	213	18.07	12.41	111	16.38	11.28	102	19.92	13.35

Table III Correlation matrix for the research variables

	1	2	3	4	5	6
1. Volunteerism	1					
2. Job satisfaction	0.35**	1				
3. Motivation	0.19**	0.30**	1			
4. Organizational identification	0.42**	0.42**	0.32**	1		
5. Age	-0.01	0.01	0.11	0.14*	1	
6. Seniority	-0.08	0.04	0.06	0.12	0.92**	1

Notes: *Correlation is significant at the 0.05 level (two/one tailed); **correlation is significant at the 0.01 level (two/one tailed)

A significant medium positive correlation between JS and OI ($r = 0.42$) was obtained, the higher the level of JS, the higher the level of OI manifested.

A significant medium positive correlation between motivation and OI ($r = 0.32$) was obtained, the higher the level of motivation, the higher the level of JS, the higher the level of OI manifested.

In sum, volunteering, JS and motivation all correlate significantly with the dependent variable OI in accordance with our model (Figure 1).

Hypotheses testing

An independent samples t -test compared APs vs NAPs for each of the research variables related to the following hypotheses. Additionally, power was calculated by an r_{pb} correlation derived from the t -tests.

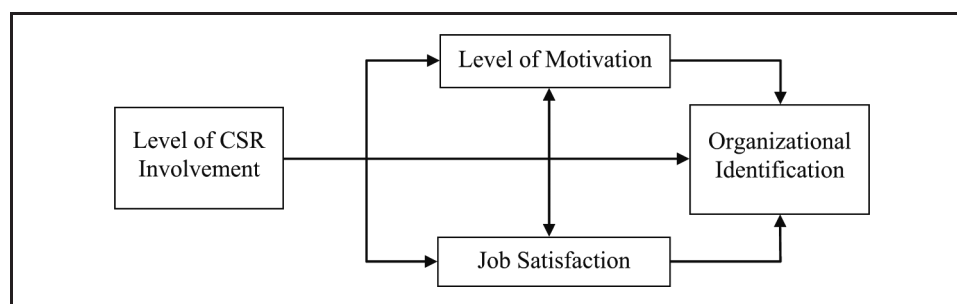
A significant difference in level of OI between the APs and NAPs ($t_{(221)} = 2.13$, $r_{pb} = 0.14$, $p < 0.05$) was obtained. APs scored higher ($M = 4.16$, $SD = 0.53$) than NAPs ($M = 4.00$, $SD = 0.64$). Thus, $H1$ was supported.

A significant difference in level of motivation between the APs and NAPs ($t_{(221)} = 1.79$, $r_{pb} = 0.12$, $p < 0.05$) was obtained. APs scored higher ($M = 4.08$, $SD = 0.47$) than NAPs ($M = 3.96$, $SD = 0.48$). Therefore, $H2$ was supported.

No significant difference in levels of JS between the APs and NAPs ($t_{(215)} = 1.02$, $r_{pb} = 0.07$, $p > 0.05$) was obtained. AP scores ($M = 4.60$, $SD = 0.46$) did not differ significantly from the NAPs ($M = 4.54$, $SD = 0.53$). Hence, $H3$ was not supported.

Volunteering questionnaire

A significant, medium positive correlation was found between volunteering and OI ($r = 0.30$), the higher the level of Volunteering, the higher OI employees feel towards their workplace. In addition, a significant weak positive correlation between volunteering and motivation ($r = 0.19$) was obtained: the higher the level of volunteering, the higher the level of motivation professed by employees for their workplace. A significant, medium positive

Figure 1 The research model

correlation was obtained for the relationship between volunteering and JS ($r = 0.35$): the higher the level of volunteering, the higher the level of employee workplace JS.

H4 states that both motivation and JS mediate the effects of higher employee CSR involvement on OI level. A hierarchical multiple regression analysis was used to test for the contribution of motivation and JS (first step) in predicting OI levels by APs and NAPs in a CSR program (second step). The results indicate that motivation and JS mediate most of the effects of CSR involvement on OI: base correlation between APs and OI was $r = 0.14$, which reduced to a beta coefficient of $r = 0.07$ when entered into the model at the second step after motivation and JS (Table IV).

Table IV provides evidence of a medium strength beta for JS and a weak strength beta for Motivation, together explaining 20.9 percent of OI variation. In the second step, with a very weak non-significant CSR participation contributed a negligible, non-significant half percent to the model.

The above regression model was tested by comparing the research variable levels of APs vs NAPs with the level of volunteering as measured by the questionnaire added as a predictor variable in step 2 of the hierarchical regression model, after step 1 which included motivation and JS as predictors.

Participants

The results indicate that motivation and JS mediate most of the effects of CSR involvement on OI: base correlation between volunteering and OI was $r = 0.48$, which is only slightly reduced to a beta coefficient of $r = 0.40$ when entered into the model at the second step after motivation and JS (Table V).

Non-participants

The results indicate that motivation and JS mediate most of the effects of CSR involvement on OI: base correlation between volunteering and OI was $r = 0.34$, which is significantly reduced to a beta coefficient of $r = 0.19$ when entered into the model at step 2 after motivation and JS (Table V).

Table V shows the regression model predicting OI by volunteering, as measured by the questionnaire run separately for CSR APs and NAPs. As is evident, JS and motivation have a similar mediating effect on OI in the first step: betas of 0.34 and 0.18 respectively for the non-participants and betas of 0.39 and 0.19 respectively for participants, accounting for 18 percent and 23 percent of OI variation respectively. In the second step, Volunteering as measured by the questionnaires, had a weak yet significant beta of 0.19 for non-participants and a medium strength beta of .40 for participants, contributing an R^2 of a mere 3 percent to a model total of 21 percent explained OI variation for NAPs. By contrast with the APs, Volunteering as measured by the questionnaires, contributed an R^2 of 15 percent to a model total of 38 percent.

Table IV Hierarchical regression coefficients for the research model

		B	Std error	β	R^2	ΔR^2
1	(Constant)	1.23	0.39			
	Job_Satisfaction	0.42	0.07	0.37*	0.209*	
	Motivation_a	0.23	0.08	0.19*		
2	(Constant)	1.23	0.39			
	Job_Satisfaction	0.42	0.07	0.36*	0.214**	0.005
	Motivation_a	0.22	0.08	0.18*		
	CSR (actual involvement)	0.08	0.07	0.07		

Note: * $p < 0.01$

Table V Regression models predicting OI by volunteerism at each level of CSR participation

Group	Block		B	Std error	β	R ²	ΔR^2
Non participation	1	(Constant)	1.29	0.59			
		Job_Satisfaction	0.40	0.11	0.34**	0.18**	
	2	Motivation_a	0.24	0.13	0.18**		
		(Constant)	0.97	0.61			
		Job_Satisfaction	0.30	0.12	0.25**	0.21**	0.03
Participation	1	Motivation_a	0.22	0.12	0.17*		
		Volunteerism questionnaire	0.22	0.12	0.19*		
		(Constant)	1.23	0.52			
	2	Job_Satisfaction	0.45	0.10	0.39**	0.23	
		Motivation_a	0.21	0.10	0.19*		
		(Constant)	0.08	0.52			
		Job_Satisfaction	0.37	0.09	0.32**		
	Motivation_a	0.18	0.09	0.16*	0.38**	0.15**	
	Volunteerism questionnaire	0.41	0.08	0.40**			

Notes: * $p < 0.05$; ** $p < 0.01$

Discussion

The current study provides support for the first study hypothesis that Volunteers differed from non-volunteers on OI, with APs demonstrating a higher level of OI than NAPs. The second hypothesis regarding differential levels of motivation between volunteers and non-volunteers was also confirmed: Volunteers expressed higher levels of motivation than non-volunteers. However, this result yielded only a weak positive correlation. In the third hypothesis, JS levels were high for both APs and NAPs, and interestingly no significant differences were obtained. However, a medium positive correlation for volunteering and OI was obtained for all study participants. The fourth hypothesis asserted mediating effects of motivation and JS, and as shown, findings support this hypothesis: a strong mediating effect for both M and JS was demonstrated in the regression model, where OI served as the dependent variable and CSR involvement as the predictor variable.

An additional analysis revealed a different relationship pattern between volunteers and non-volunteers. For NAPs, motivation and JS serve better as mediating variables between volunteering and OI, compared to the AP volunteer group, which showed less pronounced effects. It is however important to note that base correlations between volunteerism and OI were different for both groups; in the AP group, the correlation was stronger than in the NAP group ($r = 0.49$ and $r = 0.33$ respectively), however the difference did not prove significant.

CSR

Although this paper highlights the implications of CSR on employees, evidently there are benefits of implementing a CSR policy for the organizations themselves. Such benefits include: a positive corporate image (Hess *et al.*, 2002; Sen and Bhattacharya, 2001), an enhanced positive reputation (Maignan and Ralston, 2002), and ultimately CSR was shown to increase investor interest, and customer purchasing (McWilliams and Siegel, 2001; Treviño and Nelson, 1999).

The current research contributes to the understanding of the interrelations between CSR and other organizational behavior constructs. It was found that CSR is significantly related to central organizational constructs. This notion is very important for both scientist and practitioners. Scholars are interested in the interrelations between various constructs in their efforts to develop new theories, explaining organizational phenomena. Practitioners can learn from this study how to increase JS and OI. Both of them are extremely important for organization's sustainability.

Volunteering

Both APs and NAPs show high regard for volunteering, and consider it a commendable activity irrespective of their personal participation. Additionally, although employees were

dichotomously categorized into APs and NAPs for the purpose of this study, no measure of the extent and/or intensity of employee participation among the APs was obtained, while likewise the reasons underlying non-involvement of NAPs was not assessed. It may be that NAPs have objective scheduling problems (e.g. time consumed by raising a large family), or a possible lack of motivation to volunteer, despite the fact that they may be supportive of CSR initiatives. All this put together, may explain the apparent discrepancy between actual participation in a CSR program which is limited in scope in this organization and the overwhelming support for volunteering as demonstrated by all employees who took part in this study.

Motivation

Research in motivation over the past several decades has evolved from theories with a strong mechanistic orientation (e.g. Skinner's (1953) Reinforcement Theory) to a more organic orientation: Vroom's (1964) Expectancy Theory, to contemporary Goal-setting Theory (GST) as propounded by Locke and Latham (Locke *et al.*, 1990; Locke and Latham, 2002).

The organization investigated in this study pits its employees within a relentless and challenging goal-setting environment. The goal-setting process is well-defined and targets the meeting of objectives in a range of process outcome areas. These include customer service provided by air and ground crews, world-class in-flight security services, and superior technical maintenance and safety levels. The persistent striving for perfection may therefore serve to mask the negligent differences between APs and NAPs in levels of motivation obtained.

Motivation to work was shown to be higher among APs compared to NAPs. It is, however, important to note that the current study was not conducted on senior management employees, but rather on employees who have relatively clear and well-defined areas of specialization and job descriptions. By participating in volunteering activities beyond the scope of their work duties and work-hours, engaged APs may have a somewhat higher level of motivation. Their activism may constitute a form of job-enrichment and broadening of horizons. Hackman and Oldham (1980) highlighted the possible significance of adding meaning and purpose to the job as a prime motivating factor. They assert in their Job Characteristics Model (JCM) that jobs requiring the use of multiple talents are experienced as more meaningful, and therefore more intrinsically motivating, than jobs that exploit fewer types of skills. Thus if a certain job or position lacks intrinsic meaning or significance, volunteering work may then compensate and enhance the overall sense of self worth and meaning, thereby significantly enhance employee motivation.

JS

The current study contributed little to understanding the role of JS in mediating the relationship between volunteering and OI. Previous research points to a positive relationship between JS and organizational citizenship behavior (e.g. Foote and Tang, 2008). Likewise, one may have expected a similar manifestation of elevated JS due to participation in volunteering activities. However the lack of support for this expected relationship may be attributable to a possible ceiling effect of JS in the present organization under study, which is held in high regard and esteem – a fact which may undermine the impact of volunteering on JS.

OI

In the current study, OI proved to be a strong and coherent variable. A factor analysis of the 19-item questionnaire revealed only one factor for OI as a reliable measure. This finding has also been corroborated by previous research (Dutton *et al.*, 1994).

The findings of the current study regarding the difference in OI between APs and NAPs may be further interpreted in terms of recent research efforts at tying in SIT with OI. In this vein, one may cite the efforts Haslam (2004, 2009) and Haslam and Ellemers (2005) at integrating aspects of SIT into organizational behavior research, as well as the work of Ashforth and

Mael (1989) on introducing OI into organizational studies. These endeavors may potentially yield new perspectives on OI and the contributing factors. SIT has become firmly established as a vital conceptual lens for understanding issues of identity and identification as they relate to organizations. One's organizational membership creates a very important social identity for many individuals. OI thus constitutes a specific form of social identification where we refer to the self in terms of our organizational membership (Ashforth and Mael, 1989). Studies have shown that high levels of social identification are associated with high levels of personal self-sacrifice (of which volunteering can be seen as a manifestation); this often leads to acts of altruism and citizenship (Tyler and Blader, 2003; Van Dick *et al.*, 2004).

Dutton *et al.* (1994) asserted that the stronger the identification of members with their work organization, the more so do attributes used to define the organization define these members. This theme encapsulates an ideal which organizations may strive to achieve, namely that employees perceive their own workplace as a place for reinforcing their sense of identity and realizing in full their abilities, skills and traits. This in turn may harmonize relationships between employees and their employers, as well as creating a high-performance organization.

One of the outcomes of this trend to design attractive and identifiable organizations may be seen in the importance that people employed in leading and highly respected organizations attach to identification with company values. The annual PWC (2004) global survey *The World's Most Respected Companies* was founded on more than 1,000 interviews of CEOs across 25 countries, in four subject areas: Shareholder value, CSR, corporate governance, and innovation. Additionally, from the employees' point of view, a 2002 UK Work Foundation research revealed that 82 percent of UK professionals would decline working for an organization whose values they did not believe in, and 73 percent considered social and ethical values when selecting a job (Eweje and Bentley, 2006). To summarize this point, it appears that employees feel pride in belonging to an organization when they identify with it, and they do so because it stands for something they value (O'Reilly, 1991).

Study limitations

The present study explored the impact of CSR on employee attitudes by drawing a sample from one organization in a specific sector, the airline industry. An airline carrier evokes an alluring image and its enviable members are considered privileged employees, entitled to lucrative perks and benefits (e.g. free tickets for employees and their families), irrespective of their company ranking. It is therefore not surprising that both APs and NAPs exhibited a high level of JS. These high levels of JS may be non-existent in other industries. Therefore any conclusions as to the proposed relationship between volunteering and JS need be assessed with a full understanding of the unique organizational contextual aspects, and thus by sampling a wider range of organizations.

The current study was not able to access employee work performance, due to predetermined organizational constraints. Measuring levels of motivation in combination with assessed performance of employees may have portrayed a much richer picture of the impact of CSR on motivation, instead of the reliance on employees' self-reports. Overcoming this limitation would require redesigning the method to enable a reliable assessment of motivation levels by involving, for example, direct superior reports on employee motivation, while still ensuring anonymity of the questionnaire.

Another issue that resulted from accessibility limitations to organizational databases necessitated use of mediators from the organization's managerial staff in the sampling process; however, strict sampling guidelines were given to the managerial staff to help ensure proper representation.

Future research

When considering future research, it is important to note first that among APs, JS and motivation seem to play a more minor role in mediating the effects of volunteering on OI. In light of this, it is suggested that additional mediating variables be assessed to elucidate the relationship between volunteering and OI. For example, organizational justice has been

shown to be an important predictor of certain organizational outcomes such as organizational commitment (Cook and Wall, 1980) and organizational citizenship behavior (Konovsky and Pugh, 1994; Van Dyne *et al.*, 2000). Organizational justice has also been found to be related to employees' commitment to the organization (Alexander and Ruderman, 1987; Cropanzano and Folger, 1991; Sweeney and McFarlin, 1993).

Prosocial behavior may constitute an additional conceptual lens for exploring CSR and its impact on attitudinal outcomes. Prosocial behavior represents a broad category of activities that are defined by some significant segment of society and/or one's social group as generally beneficial to other people. It has evolved to encompass a broad range of biological, motivational, cognitive, and social processes (Dovidio *et al.*, 2001; Caporael, 2001; Eisenberg, 2000). Specifically, one interesting possible research variable to be possibly included is that of empathic concern as an inducer of prosocial behavior. Batson and Moran (1999) found that participants induced to experience empathic concern for their partner were more likely to cooperate than were those in a control condition. In another study, Batson and Ahmad (2001) found that people who experienced empathic concern tended to show high levels of cooperative responses even when they knew that their partner had already made a competitive choice.

In conclusion, future research should strive to analyze volunteering in the general framework of prosocial behavior, thereby having a broader scope that considers the different motivational processes and possibly enhance our understanding of the role of CSR and its impact on a wider range of personal, attitudinal and performance issues.

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