

MOTIVES MATTER: THE DEVELOPMENT AND CONSEQUENCES OF CORPORATE SOCIAL RESPONSIBILITY AUTHENTICITY

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ABSTRACT

When stakeholders perceive that an organization's corporate social responsibility efforts are a genuine representation of the organization's "true self," these beliefs are known as corporate social responsibility authenticity (CSRa) perceptions. CSRa perceptions are likely to have an impact on relationships between organizations and various stakeholders, including employees. This study integrates the use of attribution theory and social exchange theory to better understand how CSRa perceptions come to form in the minds of employees, as well as how those CSRa perceptions influence employee attitudes and behaviors towards the organization. Specifically, perceived strategic-driven motives and perceived values-driven motives are proposed to contribute to employees' CSRa perceptions. CSRa perceptions are predicted to induce feelings of organizational trust (OT), and employees are expected to exhibit reciprocal behaviors in the form of organizational citizenship behaviors (OCB). It is argued that both motive perceptions will positively influence employee OCBs through mediated paths via CSRa and OT. Utilizing a time-lagged survey design, hypotheses were tested and support was found for values-driven motives influencing OCBs via the predicted mediation path. The results imply that employees may have different "authenticity expectations" than that of other stakeholder groups, namely consumers. This study serves to enrich our understanding of how CSRa can be utilized to enhance employee-organization relationships.

INTRODUCTION

In general, corporate social responsibility (CSR) practices are known to positively affect public opinion of an organization through an enhanced image, reputation, and overall level of credibility (Bhattacharya & Sen, 2004; Pfau, Haigh, Sims, & Wigley, 2008). Given that these are public perceptions that organizations would seek to enjoy, it is no great surprise that we have seen a large number of organizations jump on the CSR bandwagon. While it is vital to understand how CSR enables organizations to have positive relations with their external stakeholders, it is also critical to understand how CSR may enhance organizational relations with internal stakeholders, namely employees. While CSR policies are implemented on behalf of the organization, it is individual employees that ultimately put those policies into practice by campaigning for, complying with, and engaging in CSR (Crilly et al., 2008; Ones and Dilchert, 2012). Therefore, in order for CSR to be successful within organizations, it is crucial that we understand how CSR affects employee-organizational relations.

Aguinis and Glavas (2012) conducted a review of the CSR management literature, and at the time, only 4% of the existing research focused on CSR phenomena at the individual level. Since then, CSR researchers have sought to make significant contributions to our understanding of CSR at the micro level. The spike in micro-CSR research led Rupp and Mallory (2015) to conduct a more recent review of the literature. In that review, the authors explain that all parties

who have an interest in CSR, whether it be from a practitioner or academic perspective, are concerned with overall CSR efficacy (Rupp and Mallory, 2015). Understanding how and why CSR affects certain stakeholders (including employees) begins with discerning the theoretical foundations as to *why* CSR appeals (or fails to appeal) to certain stakeholder groups (Rupp & Mallory, 2015). Previous research has identified a number of these psychological mechanisms, including leader-member exchange (Mallory & Rupp, 2014), organizational identity (Carmeli, Gilat, & Waldman, 2007; De Roeck, Marique, Stinglhamber, & Swaen, 2014; Jones, 2010), organizational pride (Jones, 2010), organizational attraction (Gully, Phillips, Castellano, Han, & Kim, 2013), and perceived person-organization fit (Gully et al., 2013).

One psychological mechanism that has received little attention from the management literature is that of corporate social responsibility authenticity (CSRa), which is the perception that an organization's CSR efforts are a genuine representation of the organization's "true self" (Alhouti, Johnson, & Holloway, 2016). Previous research has indicated that organizations that are perceived as authentic in their CSR efforts are more likely to build trust with stakeholders (Beckman, Colwell, & Cunningham, 2009; Bhattacharya, Korschun, & Sen, 2009). However, if CSR is perceived as inauthentic, it has the potential to hinder the adoption of CSR by employees, as well as external stakeholders (Beckman et al., 2009). While previous research has provided initial evidence that CSRa will likely produce positive outcomes, we still know very little about what contributes to the development of CSRa in the minds of employees and what specific perceptions or actions might be triggered as a result. In order to gain a more holistic view of CSRa, this study examines antecedents and consequences of CSRa perceptions from the perspective of current employees.

Drawing on attribution theory, this study explores and tests how CSRa is established in the minds of employees through investigating two perceived motives for pursuing CSR—*strategic-driven* and *values-driven motives*. Marketing research has found that consumers typically respond positively to both strategic and values-driven motives (Alhouti et al., 2016; Ellen, Webb, & Mohr, 2006), but how these motive perceptions affect employees' perceived CSRa have been relatively unexplored. In the hypothesized model, both sets of motive perceptions are expected to contribute to employees' perceived CSRa.

Under the tenets of social exchange theory (Blau, 1964), as well as the norm of reciprocity (Gouldner, 1960), this study argues that CSRa will serve to mediate the relationship between employees' motive perceptions and their subsequent positive feelings and behaviors directed towards the organization. Namely, feelings of organizational trust (OT) consequently triggering employee engagement in organizational citizenship behaviors (OCBs) are predicted.

The findings of this study provide four important contributions to the micro-CSR literature. First, it serves to identify distinct aspects of the employee-organization relationship that are enhanced through CSRa. Second, this study contributes to filling gaps identified by previous micro-CSR researchers. Third, the relatively understudied area of CSR evaluations is further enriched. And lastly, this study provides a dynamic, multiple-mechanism model for understanding how employee attributions and authenticity judgements lead to positive employee outcomes.

THEORETICAL BACKGROUND AND HYPOTHESIS DEVELOPMENT

Authenticity

In the age of information transparency and self-awareness, organizations and individuals alike have been in an increased pursuit of attaining authenticity in one form or another. A recent review by Lehman, O'Connor, Kovacs, and Newman (2019) revealed that while some consensus exists around the concept of authenticity, in that it is tied to the idea of being “real” or “genuine” or “true,” there are multiple meanings and approaches that underlie those terms, thereby leading to much less consensus than initially assumed. Lehman et al. (2019) outlined three distinct perspectives of authenticity within existing literature: 1) *consistency* between an entity's internal values and its external expressions, 2) *conformity* of an entity to the norm of its social category, and 3) *connection* between an entity and a person, place, or time as asserted (p. 2). The perspective being adopted within this study falls under the *consistency* category, in that this study explores whether employees perceive their organization is being consistent between its external CSR efforts and its internal priorities/organizational self, and how that perception affects employee relationships with the organization.

Consistency between the “front stage” (what is presented to others) and “back stage” (an entity's ‘true self’) (Goffman, 2002) has proven to be significant in understanding employee reactions to CSR. De Roeck et al. (2014) set out to understand how and under what conditions employee perceptions of CSR affected employees' subsequent levels of organizational identification. The authors identified overall justice perceptions as an important boundary condition and moderator of CSR perceptions on organizational identification. Articles such as Ambrose and Schminke (2009) and Bobocel (2013) explained that employees are more likely to form overall justice perceptions regarding their organizations, as opposed to focusing on specific facets of justice. De Roeck et al. (2014) predicted that employees would react more positively to their organization's CSR efforts when they also held high overall justice perceptions of the organization. According to cue consistency theory (Anderson, 1981; Maheswaran & Chaiken, 1991; Miyazaki et al., 2005), when multiple sources of information about an entity (i.e., the organization) are consistent, those sources of information can be aggregated and averaged to predict attitudes and behaviors of individuals (i.e., employees). On the other hand, when information between sources is incongruent, typical averaging models can no longer predict individual behavior. In fact, when inconsistent information is presented, individuals tend to focus on the negative information, potentially hindering reactions and leading to the development of overall negative responses (Anderson, 1996; Miyazaki et al., 2005; Wagner, Lutz, & Weitz, 2009). De Roeck et al. (2014) tested and confirmed the importance of consistency (i.e., authenticity) in understanding and predicting employee reactions to CSR.

Scheidler, Edinger-Schons, Spanjol, and Wieseke (2019) helped to shed additional light on the importance of authenticity in the form of consistency when it comes to employee reactions to CSR. The authors jointly investigated firms' investments and strategies when it came to external CSR (e.g., philanthropic) and internal CSR (e.g., employee-directed). Results indicated that inconsistent CSR strategies, particularly those that favored external stakeholders over internal stakeholders, triggered employee perceptions of corporate hypocrisy, which subsequently lead to increased emotional exhaustion and turnover (Scheidler et al., 2019). When a lack of consistency exists between the “front stage” and “back stage,” employee reactions to CSR are negatively impacted, leading us to believe that authentic/consistent perceptions of CSR are critical to achieving positive gains when it comes to the employee-organization relationship.

Lee, Park, and Lee (2013). emphasized the importance of consistency in the development of employees' CSR perceptions through their study of perceived cultural fit. Lee et al. (2013) explain that fit is considered high when employees perceive that there is congruence between an organization and a sponsored cause (i.e., CSR), regardless of whether that congruence is derived from mission, products, markets, technologies, attributes, branding, or any other identifiable key association (Bridges, Keller, & Sood, 2000; Park, Milberg, & Lawson, 1991). The authors found that perceived cultural fit positively contributed to employees' perceptions of their organization's CSR activities, which subsequently contributed to employee attachment and performance (Lee et al., 2013).

To understand this study's conceptualization of CSR authenticity and its nomological net, it is important to contrast it with related constructs such as corporate hypocrisy and greenwashing. Drawing from the marketing literature, perceived corporate hypocrisy is defined as "the belief that a firm claims to be something that it is not" (Wagner et al., 2009, p. 79). While it is expected that CSR authenticity and corporate hypocrisy are related, such that when perceptions of CSR authenticity are high, perceptions of corporate hypocrisy would likely be low, throughout the literature, these constructs have been studied and operationalized somewhat differently. Items used to measure corporate hypocrisy generally deal with inconsistencies between observed CSR behaviors and an organization's *statements* about CSR. In other words, hypocrisy is based largely on a disconnect between what the organization does and what it says, or a break between communication and action. In contrast, the definition of CSR authenticity centers on congruence between observed CSR behaviors and the organization's *identity, values and beliefs*, or a fit between what the organization does and "who the organization is." It is based more on a connection between what the organization does and what it values. Consistent with these different operationalizations, corporate hypocrisy has been studied in regard to specific CSR actions and communications (Wagner et al., 2009; Shim & Yang, 2016), while CSR authenticity has been studied in regard to CSR efforts and organizational values/priorities as a whole.

Lyon and Maxwell (2011) define greenwashing as selective, overly positive disclosure about CSR efforts with the intent of boosting corporate image. When stakeholders become skeptical about the nature of an organization's CSR actions, those stakeholders tend to react negatively and may accuse the organization of greenwashing (Mazutis & Slawinski, 2015). While CSR authenticity (or rather, lack thereof) and perceptions of greenwashing are related, they are two distinct constructs. Greenwashing emphasizes the promotion of an over-inflated or, at times, even a false CSR image, whereas inauthentic CSR implies that the CSR does not align with the organization's "true self." The organization may be accurate and transparent in its *promotion* of CSR practices, and yet, those CSR practices may not be authentic to the organization's true self. As a result, it is entirely feasible that an organization could be engaging in *inauthentic* CSR while simultaneously *not* engaging in greenwashing. In sum, greenwashing and CSR authenticity are distinct, with the former focused more on consonance between actions and image and the latter focused more on consonance between actions and true self.

Attribution Theory and Motive Perceptions

Driver (2006) provided a formal introduction of the concept of CSRa into the management CSR literature. Driver (2006) proposed moving past the dichotomy of economic versus ethical models of CSR and reframed the models as no longer being mutually exclusive, but rather that CSR exists on a continuum between illusionary and authentic notions of the

organizational self. Existing CSRa research has indicated that stakeholders generally rely on “cues” to distinguish whether or not an organization is being “true to itself” (i.e., authentic) in its CSR actions (Beckman et al., 2009; McShane & Cunningham, 2012). Perceived motives for CSR engagement potentially serve as “cues” or sensemaking factors that employees can use to discern CSRa. Therefore, these “cues” help employees determine where their organization lies on the authenticity continuum. Following the aforementioned conceptualization of authenticity as consistency, those that perceive CSR cues that are consistent with the organizational self will likely perceive CSR as higher on the authenticity continuum, while those that perceive CSR cues that are inconsistent with the organizational self will likely view the CSR as lower on the authenticity continuum.

According to attribution theory, in order to better understand our surrounding environment, individuals tend to ascribe causal explanations for the behaviors of others, whether that be individuals or organizations (Kelley & Michela, 1980). This process of attributing motives consists of sensemaking, which is the ongoing process that individuals use to give meaning to events and experiences, especially when faced with uncertainty and complexity (Weick, 1995). Aguinis and Glavas (2019) explained that CSR is a model environment for sensemaking, given that it often creates various tensions and social dilemmas.

As organizations continue to adopt various CSR practices and policies, employees encounter CSR by being asked to engage in, donate to, and/or promote their organization’s CSR efforts. This personal confrontation with CSR should trigger employees to engage in a sensemaking process, which will likely involve an attributional search as to *why* the organization is participating in such practices. Gilbert and Malone (1995) explained that individuals care less about *what* organizations are doing as opposed to *why* they are doing it. How the CSR efforts are framed and what benefits the organization emphasizes will likely affect employees’ attributions about CSR motives. For example, if an organization engages in an eco-efficiency or sustainability initiative and the organization highlights the cost savings accrued, then an employee might be more likely to attribute strategic-driven motives to the organization’s CSR engagement. On the other hand, the organization could engage in the same sustainable practices, but place greater emphasis on the organization’s desire to reduce its carbon footprint as a “good corporate citizen” and to have a positive impact on the natural environment at large. The latter emphasis might cultivate more values-driven motive attributions. Of course, organizations can and do place emphasis on a number of benefits derived from CSR efforts, which is likely to result in employees attributing mixed motives for engaging in CSR.

Porter and Kramer (2006), as well as many other academic and practitioner researchers, identify several factors that affect the strategic implementation of CSR, including aligning the CSR with business and corporate culture, as well as with social needs and altruism. Once these factors are satisfied, employees perceive CSR activities more favorably (Lee et al., 2013; Porter & Kramer, 2006). Therefore, it is being proposed that either motive (strategic-driven or values-driven) potentially serves to contribute to employees’ feelings of CSR authenticity. Most employees are likely to recognize that pursuing CSR for strategic or economic reasons is consistent with who the organization is. It is a well-known axiom that organizations are in business to make a profit. Even non-profit organizations have to be concerned with financial stability. Thus, it is likely that employees would see pursuing CSR for strategic or economic reasons as authentic or consistent with “who we are as organization” because of this axiom.

Additionally, in most cases, CSR efforts are explained and endorsed as something the organization values and wants employees to support. Therefore, most employees would *also* likely recognize pursuing CSR for values-driven reasons as consistent with who the organization is and what it values because of this explanation and endorsement—“We are an organization that values CSR and we are pursuing CSR for this reason.” Thus, after arriving at either attribution of motive through sensemaking (based on axiom or explanation/endorsement), the employee would likely perceive CSR to be authentic. The alignment serves as a form of consistency and thereby contributes to authenticity perceptions.

H1: Perceived strategic-driven motives will have a positive effect on employees' perceptions of CSR authenticity.

H2: Perceived values-driven motives will have a positive effect on employees' perceptions of CSR authenticity.

Organizational Trust

Robinson (1996) defined trust as “one’s expectations, assumptions, or beliefs about the likelihood that another’s future actions will be beneficial, favorable, or at least not detrimental to one’s interests” (p. 576). This definition was chosen because it references how another’s actions affect one’s self-interest, implying some conceptual overlap with social exchange theory, which will be drawn upon later.

Existing research on organizational trust has largely focused on the *supervisor*, through research streams such as interpersonal trust (e.g., Cook & Wall, 1980; Schoorman, Mayer, & Davis, 2007), trust in the supervisor (e.g., Deluga, 1995; Lagace, 1991), and trust in top management (e.g., Mayer & Gavin, 2005; McCauley & Kuhnert, 1992). Tan and Tan (2000) argued that *trust in supervisor* and *trust in organization* are related but distinct constructs. These authors defined *trust in supervisor* using Mayer, Davis, and Schoorman’s (1995) definition, describing it as the willingness of an employee to be vulnerable to the actions of his or her supervisor, something over which the employee has no direct control. Mayer et al. (1995) based their definition of *trust in organization* on Gambetta (1988), defining it as the employee’s perceived global evaluation of the organization’s trustworthiness. Given that the constructs of interest for this study focus on employee perceptions regarding organizational motives for engaging in CSR, and organizations’ subsequent levels of perceived CSR authenticity, it is most appropriate to examine employees’ trust as it relates to the organization as a whole. Employee trust is an essential ingredient to any stable employee-organization relationship (Cook & Wall, 1980).

It is proposed that CSR authenticity can positively impact employees’ levels of organizational trust through serving as a form of consistency and predictability. As outlined by Robinson (1996), trust is based on the trustor’s (i.e., the employee’s) expectations regarding the future actions of the trustee (i.e., the organization). When an organization is perceived as authentic in its pursuit of CSR, this indicates that the organization is displaying a form of consistency, which allows employees to feel more confident in their assumptions about the organization’s future behavior or actions, thereby indicating increased organizational trust. Consistency has often been identified as a key determinant of trust (e.g., Butler, 1991; Butler & Cantrell, 1984; Mayer et al., 1995).

Goodman (2006) described CSR as “an approach to business that embodies transparency and ethical behavior, respect for stakeholder groups and a commitment to add economic, social, and environmental value” (p. 6). Employees are constantly monitoring the organizational

environment to assess the trustworthiness of their organization (Carnevale, Gainer, & Meltzer, 1988). If employees maintain perceptions of authentic CSR about their organization, this can contribute to their assessment of the organization's overall trustworthiness by serving as a form of consistency, helping to establish and/or reinforce employees' beliefs that the organization's actions will "be beneficial, favorable, or at least not detrimental" to their interests (Robinson, 1996).

Hypothesis 3: Employees' CSR authenticity perceptions will positively influence employee feelings of trust in the organization.

Previous research has investigated the direct relationship between employees' perceived CSR motives and their subsequent organizational trust. In particular, Vlachos, Theotokis, and Panagopoulos (2010) examined the attitudinal and behavioral outcomes of sales force employees in relation to the organization's CSR practices. The authors proposed that employees' perceived values-driven CSR motives would have a positive impact on organizational trust, in that values-driven motives would serve as a signal to employees that the organization is a caring and benevolent entity. Perceiving the organization as trustworthy, employees would then expect the organization to act in ways that should benefit (or at least not harm) employees. The authors also predicted that perceived strategic-driven CSR motives would have a positive impact on organizational trust, as engaging in CSR for strategic reasons would serve to achieve business goals while simultaneously benefitting the CSR cause. Pursuing CSR for strategic-based reasons would serve to directly benefit employees, and therefore should increase organizational trust. The authors found a significant and positive relationship between values-driven motives and organizational trust, but strategic-driven motives did not appear to significantly influence organizational trust. They explained the latter finding by suggesting that organizations are *expected* to engage in behaviors that yield financial benefits; therefore, strategic-driven motives did not lead to an increased sense of trust. What the Vlachos et al. (2010) study did not examine was whether employees perceived the CSR as authentic, which is being proposed as a critical element in connecting perceived motives (both values-driven and strategic-driven) to employees' organizational trust.

CSR authenticity can serve as a culminating mechanism that fosters organizational trust in employees whether they perceive the organization is engaging in CSR for strategic-based reasons, value-based reasons, or both. CSR authenticity assures employees that the organization is trustworthy through its overall CSR consistency. This alignment of CSR practices with the organizational self allows employees to feel more secure in their understanding of the organization, what it cares about, and ultimately, that they can trust it will act in a predictable and authentic manner.

HYPOTHESIS 4A: *CSR authenticity will mediate the positive relationship between strategic-driven attributions and employees' organizational trust.*

HYPOTHESIS 4B: *CSR authenticity will mediate the positive relationship between values-driven attributions and employees' organizational trust.*

Social Exchange Theory

The successful employment of CSR is dependent upon an organization's ability to establish strong social relationships among multiple stakeholders. One of the tenets of social exchange theory (SET) is that trusting, loyal, and mutually committed relationships are

established when the parties involved abide by certain “rules” of exchange (Cropanzano & Mitchell, 2005). Social exchange theory models have focused on workplace relationships, predicting organizational antecedents that lead to interpersonal connections, known as social exchange relationships (Cropanzano, Byrne, Bobocel, & Rupp, 2001). By engaging in CSR that is viewed as authentic, organizations are likely to come off as genuine and supportive, and therefore more likely to engender positive social exchange relationships.

The most widely known “rule” of social exchange is the norm of reciprocity (Gouldner, 1960). Reciprocity is a universally accepted norm, such that people will feel obligated to repay or reciprocate benefits they receive from another party. When individuals perceive that their interactions with another party (e.g., the organization) are mutually beneficial, they tend to develop positive feelings of trust, loyalty, and obligation toward that other party (Blau, 1964). Therefore, social exchange relationships between organizations and employees are said to advance when the organization “takes care of employees,” thereby inducing positive outcomes (Cropanzano & Mitchell, 2005) through employees’ felt need to reciprocate the positive treatment that they have experienced. It is being predicted that employees will feel that they personally benefit from the organization’s engagement in authentic CSR. When receiving a perceived benefit, employees will likely feel compelled to reciprocate by displaying positive behaviors and attitudes that serve to benefit the organization.

Organizational Citizenship Behaviors

While organizational citizenship behaviors (OCBs) have multiple definitions (e.g., Hoffman, Blair, Meriac, & Woehr, 2007; Organ 1988, 1997), the central tenet is that OCBs are “employee behaviors that, although not critical to the task or job, serve to facilitate organizational functioning” (Lee & Allen, 2002, p. 132). McNeely and Meglino (1994), Organ (1997), and Williams and Anderson (1991) have all advocated that OCBs that are aimed toward individuals (OCBI) and those that are aimed toward the organization (OCBO) should be distinguished from one another. Lee and Allen (2002) explained that, assuming OCBOs are a deliberate attempt to maintain equitable ratios of inputs and outcomes in the employee-organization relationship, OCBOs are likely to be a direct function of the employee’s appraisal of this relationship. Given that this study focuses on the employee-organization relationship utilizing a social exchange framework, OCBO is a relevant behavioral outcome to examine.

An extensive body of research supports the positive relationship between OT and OCBs (e.g., Aryee, Budhwar, & Chen, 2002; Dirks & Ferrin, 2001; Robinson, 1996). Konovsky and Pugh (1994) explained that trust is a manifestation of social exchange, and Rousseau and Parks (1993) detailed that positive social exchange relationships account for employee engagement in OCBs. Under the rules of social exchange, when one party (i.e., the employee) assesses that the exchange relationship with another party (i.e., the organization) is predictable and beneficial (i.e., organizational trust exists), this often results in the display of cooperative behaviors (i.e., OCBOs), which are used to help to maintain the mutually beneficial relationship. Therefore, it is being predicted that the positive relationship between OT and OCBs will hold within the given context.

H5: Employee feelings of perceived organizational support will positively influence their subsequent display of organizational citizenship behaviors targeted at the organization (OCBO).

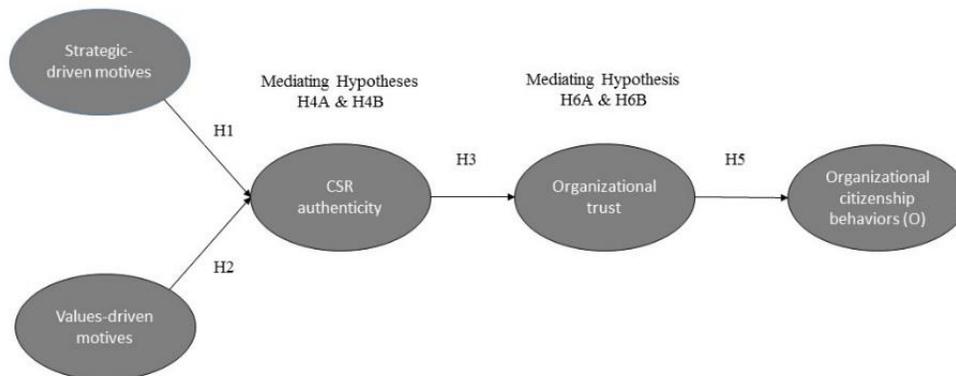
Lastly, given the relationships previously hypothesized, it is predicted that perceived strategic- and values-driven motives will positively contribute to an employee’s engagement in

OCBOs. After employees have attributed values- and strategic-driven motives for their organization's engagement in CSR, and subsequently developed perceptions of authentic CSR, CSRa will likely trigger employee feelings of OT. These feelings result in a social exchange relationship in which employees want to reciprocate to the organization through performing OCBOs. When employees feel they understand *why* the organization is engaging in CSR and those reasons are authentic to "who the organization is," this strengthens their overall assessment of the organization's trustworthiness because it has shown consistency through CSRa. When employees perceive they are working for a trustworthy organization, they are likely to want to respond with positive discretionary behaviors to maintain the positive employee-organization relationship.

H6A: A positive, three-path mediation exists between strategic-driven motives and organizational citizenship behaviors (OCBO) via CSR authenticity and organizational trust.

H6B: A positive, three-path mediation exists between values-driven motives and organizational citizenship behaviors (OCBO) via CSR authenticity and organizational trust.

FIGURE 1: HYPOTHESES



METHODS

Participants were recruited using Qualtrics' panel data services. Data collection websites such as Qualtrics have been cited as a useful resource for industrial-organizational psychology, and social science scholars as a whole (e.g., Brandon, Long, Loraas, Mueller-Phillips, & Vansant, 2013; Landers & Behrend, 2015; Roulin, 2015). Panel participants had to be 18 or older, reside in the United States (verified through a U.S. IP address), and have full-time employment. Given that many employees may not be fully aware of all the CSR efforts their

employing organizations engage in, only full-time employees were recruited simply due to their increased exposure to their respective organizations, thereby increasing the likelihood of participants being exposed to potential CSR programs. Participants were invited to complete two surveys and invitations were sent two weeks apart. A total of 1,686 potential participants attempted to complete the Time 1 survey. Before beginning the Time 1 survey, potential participants were provided a list of CSR efforts that are regularly practiced within organizations. Participants were instructed to select all efforts that applied to their organization or to select “My organization does not engage in any of these practices.” Participants who selected the latter option were screened out and were not permitted to complete the survey. In all, 730 individuals were screened out due to this question. Potential participants were also asked to confirm whether they had full-time employment. Those that indicated they did not have full-time employment were screened out of the survey. A total of 236 individuals were screened out due to lack of full-time employment.

In addition to the preliminary screener questions, two attention check questions were embedded into the survey. Recent studies have shown that attention check questions are effective in screening out inattentive respondents, as well as increasing the overall attention of respondents, thereby increasing the quality of data collected (e.g., Buhrmester, Kwang, & Gosling, 2011; Oppenheimer, Meyvis, & Davidenko, 2009). Those that failed the attention checks were screened out of the survey. From this process, 162 participants were screened out after failing the first attention check and an additional 27 were screened out after failing the second attention check. As a result, 531 participants successfully completed the Time 1 survey.

After two weeks, invitations to participate in the Time 2 survey were emailed to the 531 participants. Attention checks were embedded again that screened out a total of 41 participants. The final sample consisted of 311 participants who successfully completed both the Time 1 and Time 2 surveys. 58% of the participants were female and average participant age was 47.7 years ($SD = 11.46$). 61% of participants reported working for their respective organization for seven or more years. Participants varied greatly in overall level of education, with the majority of participants holding a bachelor’s degree as their highest earned degree (44.4%), and the remaining holding high school diplomas (12.9%), vocational/technical certificates (6.8%), associate’s degrees (12.5%), master’s degrees (17.4%), or doctorate degrees (6.1%).

A time-lagged data collection design was employed in order to create temporal separation between the collection of independent and dependent variables. The use of temporal separation is a recognized and recommended practice for mitigating issues of common method bias (Podsakoff, MacKenzie, Lee, & Podsakoff, 2003). Full data (with the exception of demographic data, which was only collected at Time 1) was collected at Time 1 and Time 2, but for analysis, perceived motives and control data were utilized from Time 1, while CSR authenticity, organizational trust, and organizational citizenship behavior data were utilized from Time 2.

CSR Motive Attributions

The two attribution measures were both adapted from Ellen et al. (2006). The items were adapted to reflect the employee’s (rather than consumer’s) perspective, as well as to capture a broader view of CSR. In the original study, participants were consumers and were asked to report on the perceived motives behind a *specific* organizational CSR effort, whereas the interest in this study focused on understanding perceived motives for engaging in CSR *as a whole*. Three items from Ellen et al. (2006) were used to represent strategic-driven motives ($\alpha = .82$), including the following sample item: “The organization engages in corporate social

responsibility (CSR) efforts because [stem]:...the organization will get more customers by engaging in CSR efforts” [item]. Three additional items were used to represent values-driven motives ($\alpha = .74$), including the following sample item: “The organization feels morally obligated to help through the CSR efforts.” Scale items for strategic- and values-driven motives were measured using 7-point Likert scales ranging from 1 (highly agree) to 7 (highly disagree).

CSR Authenticity

CSR authenticity was measured using three select items from the Alhouti et al.’s (2016) CSR authenticity scale ($\alpha = .93$). Alhouti et al.’s (2016) eight-item scale was originally created to measure consumer CSR authenticity perceptions, and therefore not all items were relevant from an employee perspective. Items were winnowed down even further to ensure that they mapped closely with how CSRa was conceptualized for this study. As explained earlier, CSRa was conceptualized in terms of how consistent the CSR efforts were perceived to be in relation to the organization’s “true self,” and therefore the following items were included: “The organization’s CSR actions are genuine,” “The organization is being true to itself with its CSR actions,” and “The organization is a socially responsible company.” Additional items from the original scale that appeared to conceptually overlap with other relevant constructs were excluded from analyses. Scale items were measured using 7-point Likert scales ranging from 1 (highly agree) to 7 (highly disagree).

Organizational Trust

Organizational trust was measured using a seven-item scale originally developed by Gabarro and Athos (1976) ($\alpha = .93$) and used by Robinson (1996). Given that organizational trust was conceptualized based on Robinson’s (1996) definition, which is “one’s expectations, assumptions, or beliefs about the likelihood that another’s future actions will be beneficial, favorable, or at least not detrimental to one’s interests,” (p. 576), it was appropriate to use the same scale that Robinson (1996) used to measure the construct. An example item is: “I believe my employer has high integrity.” Scale items were measured using 7-point Likert scales ranging from 1 (highly agree) to 7 (highly disagree).

Organizational Citizenship Behaviors directed at the Organization (OCBO)

Organizational citizenship behaviors directed at the organization were measured using Lee and Allen’s (2002) OCBO scale ($\alpha = .92$). Given that the relationship of interest was between employees and the organization, it was most appropriate to measure OCBs that were directed at the organization itself as opposed to interpersonal citizenship behaviors, or OCBI. A sample item is: “I show pride when representing the organization in public.” Scale items were measured using 7-point Likert scales ranging from 1 (highly agree) to 7 (highly disagree).

Control Variables

Leader-member exchange (LMX) was measured using Graen and Uhl-bien’s (1995) seven-item scale ($\alpha = .94$). LMX data was collected to ensure that employee-supervisor relationships did not account for too much of the variance, as the focus of this study was to examine employee perceptions of CSR authenticity and how those affect employee relationships with the organization as a whole. A sample item is: “I would characterize my working relationship with my supervisor as extremely effective.” Scale items were measured using 7-point Likert scales ranging from 1 (highly agree) to 7 (highly disagree).

Dispositional trust was measured using Schuessler's (1982) five-item scale ($\alpha = .87$). Given that organizational trust was an important outcome and mediator variable, individuals' dispositional trust was controlled for. Dispositional trust accounts for one's general propensity to trust others and is rooted in the trustor's personality as opposed to a careful analysis of the trustee (Mayer et al., 1995). A sample item is: "Most people can be trusted." Scale items were measured using 7-point Likert scales ranging from 1 (highly agree) to 7 (highly disagree).

All scales demonstrated adequate levels of internal consistency. Organizational tenure and demographic data (age, gender, education level) were collected as additional control variables.

Analyses

Table 1 displays the means, standard deviations, and correlations for key variables within the study. As shown, values-driven motives significantly and positively correlated with CSRa ($r = .57, p < .01$), OT ($r = .39, p < .01$), and OCBOs ($r = .45, p < .01$). Contrary to what was predicted, strategic-driven motives had significant, negative correlations with CSRa ($r = -.14, p < .05$) and OT ($r = -.14, p < .05$). There was no significant correlation between strategic-driven motives and OCBOs.

When examining CSRa's relationship with the given control variables, LMX ($r = .59, p < .01$) and DT ($r = .25, p < .01$) positively correlated as expected. Organizational tenure appears to be a significant conditional factor when trying to predict a participant's overall perceptions, as tenure had a significant negative relationship with several constructs of interest: values-driven motives ($r = -.22, p < .01$), CSRa ($r = -.12, p < .05$), and OCBOs ($r = -.18, p < .01$). This suggests that employees appear to view their organization's CSR efforts as less authentic over time. This is not surprising when thinking about (in)authenticity through the framework of (in)consistency, as more tenured employees have greater amounts of information about the organization to inform their CSRa sensemaking process, and thereby, are more likely to find inconsistencies, resulting in views of inauthentic CSR. Correlations also show that older employees are more likely to perceive strategic-driven motives ($r = .14, p < .05$) and less likely to trust the organization ($r = -.11, p < .05$) when compared to younger employees.

TABLE 1: DESCRIPTIVE STATISTICS AND CORRELATIONS

	Total Mean	Total Std. Dev.	Min	Max	1	2	3	4	5	6	7	8	9	10
1. Strategic-driven motives	3.52	1.45	1	7										
2. Values-driven motives	2.30	1.01	1	7	.02									
3. CSR authenticity	2.38	1.21	1	7	-.14*	.57**								
4. Organizational trust	2.74	1.35	1	7	-.14*	.39**	.77**							
5. Organizational citizenship behaviors (O)	2.54	1.13	1	7	-.02	.45**	.66**	.64**						
<i>Control Variables</i>														
6. Leader-member exchange	2.55	1.12	1	7	-.10	.28**	.59**	.65**	.52**					
7. Dispositional trust	3.56	1.21	1	7	-.00	.06	.25**	.37**	.27**	.29**				
8. Age	47.70	11.46	22	75	.14*	-.01	-.11	-.11*	-.05	-.08	-.90			
9. Education	4.65	1.36	1	7	.01	-.08	-.03	.04	-.06	.02	.06	-.24**		
10. Gender	1.58	.50	1	2	.02	-.03	-.03	.04	.04	.03	.13*	.02	-.03	
11. Tenure	4.13	1.27	1	5	.00	-.22**	-.12*	-.01	-.18**	-.12*	-.04	.37**	-.03	.03

*. Correlation is significant at the 0.05 level (2-tailed). **. Correlation is significant at the 0.01 level (2-tailed). Listwise N=309. Gender: male=1, female=2. Education: 1=<High School, 2=High School, 3=Votech, 4=Associate's, 5=Bachelor's, 6=Master's, 7=Doctorate or Professional degree. Tenure: 1=<1 yr, 2=1-3 yrs, 3=3-5 yrs, 4=5-7 yrs, 5=7+ yrs

Following Goodman and Blum (1996), logistic regression was used to test whether or not attrition might have biased the study results. To do so, a dichotomous variable that distinguished “leavers” (those that only participated in Time 1) from “stayers” (those that participated in Time 1 and Time 2) was regressed onto all of the variables of interest, as well as the control variables. This analysis did show significant coefficients for OCBOs ($b = .07$, $p < .05$) and tenure ($b = -.05$, $p < .05$). This suggests that participants who had a higher engagement in OCBs and greater tenure at their organization were more likely to complete the Time 2 survey. The results of this analysis are not all that surprising. Completing a survey about workplace perceptions can be considered indicative of OCB-like behavior, as the survey was completely voluntary and not required by the participants’ organizations. Naturally, participants who tend to “go above and beyond” at work are likely to do the same by completing a follow-up survey about work. More tenured employees also appeared to be more inclined to complete the follow-up survey, which could be because the participants felt that they had the organizational knowledge needed to make accurate assessments about the organization’s CSR efforts.

To assure convergent validity, all factor loadings should be significant and the value of average variance extracted (AVE) should exceed .50 (Fornell & Larcker, 1981). An AVE value of .50 or greater demonstrates that more than 50% of the variance of the construct is due to its corresponding items. The AVE of all constructs of interest exceeded .50, indicating acceptable convergent validity overall.

Table 2 provides a scale analysis that displays intercorrelations and shared variance among the study’s constructs. The cells on the diagonal (underlined) are the constructs’ composite reliability estimates. The values toward the bottom left corner are intercorrelations and the values toward the upper right corner (in bold) are shared variances. AVE values are listed in the far-right column. This scale analysis provides evidence for discriminant validity in that all of the intercorrelations are smaller than the composite reliability estimates (Campbell & Fiske, 1959). Further evidence of discriminant validity is demonstrated in that AVE values of

constructs exceed all combinations of shared variances of corresponding constructs (Straub, 1989).

TABLE 2: SCALE ANALYSIS RESULTS

	Strategic-driven motives	Values-driven motives	CSR authenticity	Organizational trust	Organizational citizenship behaviors (O)	AVE
1. Strategic-driven motives	<u>.86</u>	.00	.02	.02	.00	.67
2. Values-driven motives	.02	<u>.76</u>	.32	.15	.20	.51
3. CSR authenticity	-.14*	.57**	<u>.94</u>	.59	.44	.83
4. Organizational trust	-.14*	.39**	.77**	<u>.93</u>	.41	.61
5. Organizational citizenship behaviors (O)	-.02	.45**	.66**	.64**	<u>.93</u>	.67

Intercorrelations are included in the lower triangle of the matrix. Shared variance in % are included in the upper triangle of the matrix. Composite reliability scores are underlined and positioned in the diagonal.

Confirmatory Factor Analysis

Before conducting hypothesis testing, a confirmatory factor analysis (CFA) was performed. A five-factor CFA was conducted of the measurement model to assess whether the items sufficiently represented their intended latent constructs. The CFA produced the following fit indices: $\chi^2 = 611.86$ ($df = 242$) $p < .001$, RMSEA = .07, CFI = .94, SRMR = .05). With the exception of the chi-square statistic, which is often highly impacted by sample size (e.g., Bentler & Bonett, 1980; Kenny & McCoach, 2003), all fit indices indicated acceptable fit for the measurement model as outlined by Hu and Bentler (1999).

In order to alleviate concerns of common method variance (CMV), Harman's single-factor test and additional CFAs were performed (Podsakoff et al., 2003). For Harman's single-factor test, all items were put into exploratory factor analysis and the unrotated factor solution was examined to determine the number of factors necessary to account for the variance in the variables. Given that no single factor emerged, nor did one factor account for the majority of the variance, it was concluded that there was not a substantial amount of CMV present (e.g. Andersson & Bateman, 1997; Greene & Organ, 1973; Schriesheim, 1979). What was concerning and needed further exploration was the fact that only four factors with an eigenvalue greater than one emerged, as opposed to the expected five factors. In order to assess if the five-factor measurement model did indeed have the best fit, goodness-of-fit indices of alternative measurement models were compared using confirmatory factor analysis (CFA). As can be seen in Table 2, the fit indices worsened with each subsequent alternative model. In addition, the results of the chi-square difference tests showed that the five-factor model fit the data significantly better than any of the alternative models. These results indicate that the predicted five-factor model is the most parsimonious and best-fitting measurement model.

TABLE 3: CONFIRMATORY FACTOR ANALYSIS MODEL COMPARISONS

	5 Factor	4 Factor	4 Factor Alternative Model	3 Factor	2 Factor	1 Factor	$\Delta\text{Chi}^2(\text{df})$	p
χ^2	611.86*	732.56*	915.95*	1329.86*	1664.27*	1981.62*		
df	242	246	246	249	251	252		
RMSEA	0.070	0.080	0.094	0.118	0.135	0.149		
CFI	0.935	0.915	0.883	0.811	0.753	0.697		
SRMR	0.052	0.060	0.059	0.079	0.096	0.102		
5 Factor vs. 4 Factor							120.70(4)	<0.001
5 Factor vs. 4 Factor Alternative Model							304.09(4)	<0.001
5 Factor vs. 3 Factor							718(7)	<0.001
5 Factor vs. 2 Factor							1052.41(9)	<0.001
5 Factor vs. 1 Factor							1369.76(10)	<0.001

5 Factor = Hypothesized model. 4 Factor = Strategic-driven motives, (Values-driven motives & CSRa collapsed), OT, OCBO. 4 Factor Alternative Model = Strategic-driven motives, Values-driven motives (CSRa & OT collapsed), OCBO. 3 Factor = Strategic-driven motives, (Values-driven motives & CSRa collapsed), (OT & OCBO collapsed). 2 Factor = (Strategic-driven motives, Values-driven motives & CSRa collapsed), (OT & OCBO collapsed). 1 Factor = All variables collapsed into a single factor.

Results

MPlus was used to test the hypotheses through structural equation modeling (SEM). Hayduk, Cummings, Boadu, Pazderka-Robinson, & Boulianne (2007) noted that the purpose of SEM is to *test theory* by specifying a model that represents predictions (hypotheses) between conceivable latent constructs that are measured with relevant observed variables (Kline, 2015). Given that all the constructs of interest are based on employee beliefs and are not directly observable, SEM is an appropriate analytic approach to the hypotheses and overall theory.

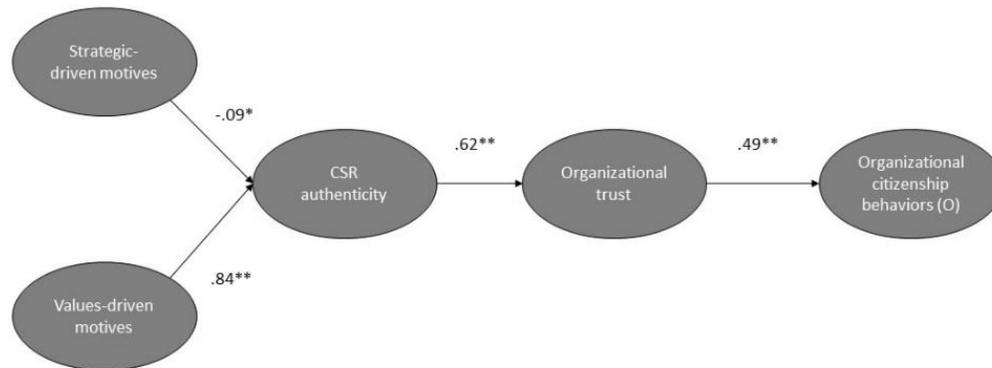
FIGURE 2: STRUCTURAL MODEL & DIRECT EFFECTS

Figure 2 represents the structural model used for testing the hypotheses. The structural model yielded acceptable fit indices: $\chi^2 = 1472.38$ ($df = 689$) $p < .01$, RMSEA = .06, CFI = .91, SRMR = .05). The same structural model was rerun utilizing parametric bootstrapping in order to assess the significance of the indirect causal effects (e.g., Preacher and Selig, 2012; Hancock & Liu, 2012). Mplus was used to simulate 2,000 replications in order to build confidence intervals around the indirect effects. Hypothesis testing results for the main effects are outlined in Figure 2, while hypothesis testing results related to indirect effects are outlined in Table 4.

Hypothesis 1, which predicted that perceived strategic-driven motives would positively contribute to CSRA perceptions, was not supported, and in fact, had a significant negative impact on CSRA perceptions ($b = -.09$, $p < .05$). Hypothesis 2 was supported, as perceived values-driven motives positively and significantly contributed to perceptions of CSRA ($b = .84$, $p < .01$). Hypothesis 3 was supported, such that CSRA positively and significantly contributed to employees' feelings of OT ($b = .80$, $p < .01$). Given that Hypothesis 1 was not supported, the subsequent mediation relationship outlined in Hypothesis 4A, which predicted CSRA as a mediator between strategic-driven motives and employees' feelings of OT, was not supported either. The testing of Hypothesis 4A showed that the confidence interval (CI) for the indirect effect included zero (indirect effect = $-.05$, 95% CI $[-.195, .027]$). Hypothesis 4B, on the other hand, was supported, as the effect was positive and the indirect CI excluded zero (indirect effect = $.52$, 95% CI $[.141, .896]$), which indicates that CSRA effectively mediates the relationship between values-driven motives and employees' feelings of OT. Hypothesis 5, a replication of previous research, found continued support, as OT positively and significantly contributed to employee engagement in OCBOs ($b = .49$, $p < .01$). Hypothesis 6A, which predicted that strategic-driven motives would positively influence OCBOs through CSRA and OT, was not supported, as the indirect CI included zero (indirect effect = $-.03$, 95% CI $[-.069, .016]$). Hypothesis 6B, which indicates that values-driven motives influence OCBOs through CSRA and OT, was supported, as the effect was positive and the indirect CI excluded zero (indirect effect = $.25$, 95% CI $[.008, .499]$).

TABLE 4: INDIRECT EFFECTS

Path	Path Coefficient	95% Confidence Interval	Result
Strategic-driven → CSRa → OT	-.05	-.195, .027	H4A Not supported
Values-driven → CSRa → OT	.52**	.141, .896	H4B Supported
Strategic-driven → CSRa → OT → OCBO	-.03	-.069, .016	H6A Not supported
Values-driven → CSRa → OT → OCBO	.25**	.008, .499	H6B Supported

DISCUSSION & CONCLUSION

Current CSR research has revealed a number of various beneficial employee-related outcomes that positively correlate with organizational CSR engagement, but more work is needed in terms of understanding the mechanisms through which those outcomes occur (Glavas, 2016). In addition to providing a better understanding of *why* these outcomes occur, these mechanisms may provide unique insight into aspects of an employee's work (Glavas, 2016) and the employee's relationship with the organization as a whole (De Roeck & Maon, 2016). Toward this end, this study investigated how CSRa might serve as an underlying mechanism between the attributions employees make for their organizations' CSR engagement, and employees' consequential attitudes and behaviors toward the organization.

Values-driven motives positively contribute to and advance the development of CSRa perceptions, and those authenticity perceptions mediate the relationship between values-driven motives and organizational trust, as well as employees' engagement in organizational citizenship behaviors. Given that CSR is multifaceted and can be driven and impacted by numerous stakeholder interests, perceived CSR motives assist employees in making sense of this complexity. Aguinis and Glavas (2019) define "sensemaking factors" as "variables that influence how individuals give meaning to ongoing experiences" (p. 2). Perceived CSR motives (specifically, values-driven motives) are important sensemaking factors in developing perceived CSRa judgements.

The significant mediation path clearly supports the idea that when employees attribute their organization's CSR to values-driven reasons, they are more likely to perceive the CSR efforts as authentic to the organization. This authentic CSR then fosters feelings of organizational trust. Organizational trust triggers a social exchange relationship between the employee and the organization, in which the employee feels compelled to reciprocate by displaying organizational citizenship behaviors.

The significant negative relationship that was found between perceived strategic-driven motives and CSRa might be explained under the context of value violation and sacred values (Ruttan, 2017). Sacred values are sets of values that individuals are unwilling to compromise, particularly in exchange for more material values, such as profitability or efficiency (Tetlock, 2002; 2003). Common examples of sacred values include environmental protection, equality, fairness, honor, patriotism, and individual health and well-being (Baron & Spranca, 1997; Tetlock, 2003). Tradeoffs, or value violations, between sacred and secular values can vary in degree. Tetlock, Kristel, Elson, Green, and Lerner (2000) described taboo tradeoffs, in which sacred values are clearly sacrificed in favor of secular values (e.g., a hospital opting to save

\$500,000 over saving the life of a young child through organ transplant). These taboo tradeoffs are typically met with moral outrage and a desire to punish the value violator (Ginges & Atran, 2009; Tetlock et al., 2000). Ruttan (2017) detailed and examined a less severe (and likely more common form of) tradeoff, defined as *instrumental use of sacred values*, whereby the sacred value (e.g., CSR) is used for the purposes of self-interest (e.g., strategic-driven purposes) but is not explicitly sacrificed or traded off in the process. Ruttan (2017) argued that when sacred values are used for instrumental purposes, perceivers are likely to hold them less sacred. Extrapolating from Ruttan's (2017) logic, it appears that employees perceive CSR to be less authentic when utilized for strategic-driven purposes.

Theoretical Contributions

This study makes four important contributions that provide a richer picture of the CSR authenticity construct and its impact on outcomes that are important in the employee-organization relationship. McShane and Cunningham (2012) explained that "the extent to which the CSR program is viewed as authentic influences the organizational benefits associated with the CSR program" (p. 84). Those benefits have been shown to include positive employee-organization relations (McShane & Cunningham, 2012). Firstly, this study makes a contribution by identifying specific aspects (i.e., feelings of organizational trust and employee engagement in organizational citizenship behaviors) of the employee-organization relationship that are enriched through fostering CSR that is perceived as authentic in the minds of employees.

Secondly, this study contributes by filling a gap in the micro-CSR literature regarding the perspective of incumbent employees. Glavas (2016) explained: "One of the major gaps is that despite the explosion of research in micro-CSR, little is known about how employees experience CSR. Of the 166 publications that were reviewed, only 28 (or about 1/6) studied incumbent employees and their experience of CSR. Almost as many studies focused on prospective employees (18) as on incumbent employees (28). Although we can learn a lot from prospective employees, more research is needed on incumbent employees" (p. 7). When considering the nature of social exchange relationships, this is a particularly important differentiating factor, as current versus prospective employees will have different expectations regarding the give-and-take relationship they have with the organization. In all likelihood, prospective employees are likely to make motive attributions and authenticity judgements that align closer to that of consumers or other external stakeholders. This is important because it has been suggested that their different vantage points (that of the internal vs. external stakeholder) may inform their attributions (Donia & Sirsly, 2016), and thusly, their views of CSR authenticity. Studies that focus on incumbent employees, such as this one, help to propel the view of CSR beyond the traditional external marketing/communication tool perspective, as they help us to better understand the relationship with an organization's 'internal customers' (i.e., incumbent employees) (Gond, El-Akremiti, Igalens, & Swaen, 2010). Authentic CSR perceptions appear to bolster positive employee-organizational relationships. Therefore, this study contributes to a more nuanced understanding of employee-organization relationships by suggesting that alignment between CSR efforts and organizations' altruistic values can provide an additional way to strengthen the relationship that employees have with their current organization.

Thirdly, by examining employees' CSRa perceptions, as well as motives attributed to CSR efforts, this study contributes to a better understanding of authenticity judgements and the relatively understudied area of CSR evaluations. In a recent review of the micro-CSR literature, Gond, El Akremiti, Swaen, & Babu (2017) pointed out that existing research has largely focused

on individual *reactions* to CSR, but very little research has examined individual *evaluations* of CSR. The authors described *evaluations* as “the cognitive and affective processes by which people gather and organize information related to organizations’ CSR initiatives to form judgements about the initiatives, experience emotions resulting from their perceptions, and also attribute reasons to their origin” (p. 231). Gond et al. (2017) explained that exploring these CSR evaluation processes might provide increased understanding into how individuals experience CSR. It is critical that we understand individual CSR experiences because they likely influence when and how CSR produces specific outcomes (Gond et al., 2017). Basu and Palazzo (2008) advised scholars to empirically test CSR perceptions, attributions, and sensemaking processes in order to further our knowledge about the cognitive processes through which employees form their CSR judgements.

Fourth and finally, this study contributes to the micro-CSR literature by providing a more inclusive model which incorporates multiple mechanisms that tie employees’ attributions about CSR motives and perceptions of CSR authenticity to their subsequent attitudes and behaviors toward the organization. Approaches to understanding CSR outcomes have often been simplistic in nature in that scholars have sought to connect CSR to positive employee outcomes without investigating the *how* and *why* (Glavas, 2016). When researchers have attempted to address the black box issue of how and why CSR leads to outcomes, they have typically considered only a single mechanism (Glavas, 2016). A consequence of this trend is that the study of underlying CSR mechanisms has remained fragmented (Gond et al., 2017). The findings of this study suggest that when CSR is perceived to be pursued for values-based reasons in an authentic way, it can instill trust and trigger a social exchange relationship between the employee and the organization.

Managerial Implications

These research findings have implications for practitioners as well. When deciding what CSR efforts to embrace, organizations should select CSR programs that closely align with the organization’s true self. This implies that CSR is not “one size fits all.” It is recommended that before jumping into any given CSR program or effort, management should closely examine whether the effort makes sense with who the organization is. A key challenge in successfully implementing CSR practices is managing stakeholder skepticism (Du, Bhattacharya, & Sen, 2010). In order to effectively implement CSR efforts, organizations may need to work from the inside out. Management should adopt a consultative approach to implementing CSR by discussing proposed efforts with employees first. By engendering in employees a perception that CSR efforts are in line with who the organization is and what it values, negative and unintended consequences of CSR efforts—e.g., employee skepticism or perceptions that CSR is a waste of organizational resources— may be supplanted with positive responses from employees in the form of increased organizational trust and organizational citizenship behaviors. By doing so, organizations are more likely to enjoy the rewards of positive employee attitudes and behaviors.

This study found that employees tend to perceive their organization’s CSR efforts as authentic when they feel that the organization is pursuing those efforts for values-driven, and not strategic-driven, reasons. Therefore, when promoting CSR engagement, organizations should emphasize their desire to be a good corporate citizen in their internal branding and communications to employees. This serves to strengthen CSRa perceptions, thereby improving employee-organization relations, potentially leading to employees serving as “CSR ambassadors.” Boosterism, a well-known OCB, is displayed when employees represent the

organization in a positive light when away from the office and out in public (Coleman & Boreman, 2000). Employees who view CSR as authentic are more likely to engage in behaviors such as boosterism, which would inform external stakeholders of the positive strides the organization is making in terms of CSR. This would allow for external stakeholders to learn about the organization's CSR efforts through employees' positive word of mouth. It is obvious that most organizations would like to enjoy the instrumental benefits of CSR (i.e., improved reputation, increase in customers), and employees who maintain authentic CSR perceptions could be critical in helping organizations realize those highly-desired outcomes.

Limitations and Future Research

In terms of limitations, all the data were collected via self-report. Given that the study focused on individuals' perceptions, as well as their consequential attitudes and behaviors, the use of self-report data was most appropriate. Yet, relying solely on self-report data does bring up potential issues of common method bias (CMB). In an attempt to mitigate potential biasing issues, this study utilized temporal separation between the collection of predictor variable data and the collection of criterion variable data (Podsakoff et al., 2003). Additional analyses were also conducted in order to alleviate concerns regarding CMB.

Self-report data collection can also be challenging in terms of examining attributional processes (Lord & Smith, 1983; Wong & Weiner, 1981). Lord and Smith (1983) explained that simply by way of asking participants attribution-related questions, researchers are potentially priming participants to engage in attributional processes that they might not have otherwise engaged in. Therefore, future CSR attribution research would be enhanced through the employment of additional methodological approaches. These approaches may include probing for attributions through open-ended questions rather than rating causal explanations provided by the researcher (Lord & Smith, 1983) or collecting attribution data as CSR is initially introduced into an organization, allowing researchers to collect "real time" data of employees' attributional and sensemaking processes.

The data for this study were collected over a relatively short, two-week time period. Employees' views regarding their organizations' reasons for engaging in CSR, as well as their CSR evaluations and subsequent attitudes and behaviors, likely evolved over time. Therefore, longitudinal studies designed to follow how perceived CSR motives and authenticity evaluations change over time, as well as what contextual and environmental factors (e.g., political environment, industries, organizational leadership) might contribute to this evolution, would likely be fruitful avenues for future research.

Although contrary to what was predicted in the model, the significant negative effect of strategic-driven motives on CSRa was interesting, especially because this contrasts with responses that have been reported regarding *external stakeholders'* perceptions. External stakeholders, namely consumers, typically expect and respond positively to perceived strategic-driven motives (e.g., Ellen et al. 2006; Groza, Pronschinske, & Walker, 2011; Kim & Lee, 2012). Thus, it appears that consumers expect organizations to "serve two masters" (Ellen et. al, 2006) while employees, as organizational insiders, may hold their organizations to a more altruistic standard. This unexpected finding brings up interesting questions for the focus of future research. Marketing research tends to endorse the alignment of internal and external CSR branding (Aydon Simmons, 2009), but these results indicate that subtle differences may exist between consumer and employee expectations, interpretations, and reactions to CSR.

This study takes an approach to examining CSRs similar to that of many current justice researchers. Recent advances in the justice literature indicate that employees tend to form global perspectives of their organization's overall level of fairness (i.e., perceived overall justice; Ambrose & Schminke, 2009; Bobocel, 2013), as opposed to focusing on specific facets of justice (i.e., distributive, procedural, informational, and/or interpersonal forms of justice). In the same vein, this study examined employees' global assessments regarding the authentic nature of their organizations' CSR, as opposed to focusing on the authenticity of individual CSR efforts or programs. While studying employee authenticity perceptions regarding specific CSR efforts might prove fruitful to our overall understanding of CSRs and its impact, this is an area for future research and beyond the scope and aims of this study.

Conclusion

In conclusion, it is clear that the perceived *reasons why* an organization engages in CSR can contribute to (or hinder) the development of CSR perceptions. If organizations are to utilize CSR in their relationship building with key stakeholders, namely employees, it is imperative that employees perceive those efforts as being authentic and true to the organization's self. This research provides evidence that perceived values-driven, but not strategic-driven, motives can contribute to a perception of an organization's authentic CSR efforts within the minds of employees. Those authenticity perceptions serve to bolster feelings of trust in the organization, which reinforce positive social exchange relationships between employees and their organizations. Employees will feel obliged to maintain the positive social exchange relationship through exhibiting organizational citizenship behaviors directed towards the organization. This research not only sheds light on how CSRs can impact employee-organization relations, but it also provides initial evidence on how employees' expectations may vary in terms of CSR as compared to that of other stakeholder groups.

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