

ORIGINAL ARTICLE

How hedonic and perceived community benefits from employee CSR involvement drive CSR advocacy behavior to co-workers

Rojanasak Chomvilailuk¹  | Ken Butcher²

¹School of Business, University of the Thai Chamber of Commerce, Bangkok, Thailand

²School of Management, Mae Fah Luang University, Chiang Rai, Thailand

Correspondence

Rojanasak Chomvilailuk, School of Business, University of the Thai Chamber of Commerce, 126/1 Vibhavadi Rangsit Rd., Ratchadapisek, Din Daeng, Bangkok 10400, Thailand.

Email: rojanasak_cho@utcc.ac.th

Abstract

This study seeks to determine how organizational citizenship behavior (OCB) can be influenced by employee perception of the benefits arising from their involvement with corporate social responsibility (CSR) activities. The work is significant because of growing investment in CSR activities involving employees and increased firm expectations of employee dissemination of CSR information. A unique model examined how two types of perceived benefits, accruing to US-based employees from their CSR engagement, impacted OCB. The variable of co-worker-directed CSR advocacy was used as a unique measure of OCB. An integrative theoretical framework combined social exchange theory with organizational citizenship behavior to provide a more comprehensive understanding of relationships. The first employee benefit tested was hedonic value, while the second was perceived community value. CSR reputation was modeled as a mediating variable. Data were collected via two scenario-based experiments based at each respondents' workplace. Analytical techniques included analysis of co-variance and structural equation modeling using partial least squares. While both types of benefit had a significant effect on co-worker-directed CSR advocacy, the pathways differed. Perceived community value had a stronger effect on the mediating variable of CSR reputation, and consequently a significant indirect effect on the dependent variable. In contrast, hedonic value directly affected co-worker-directed CSR advocacy with CSR reputation playing no mediating role. This study contributes to the CSR literature through better understanding of the processes leading to the organizational citizenship behavior variable of co-worker-directed CSR advocacy. This dependent variable extends previous conceptualizations of OCB.

1 | INTRODUCTION

As more individuals, retailers, and service firms take a keen interest in the relationship between business and the associated societal responsibilities of the firm, attention turns to the positive involvement of employees in socially responsible activities (Bognanno, 2018; Greenwood, 2007; Jones et al., 2017; Kim et al., 2019; Wang et al., 2016). Consequently, a corporate social responsibility (CSR) advocacy role of employees is reported to be increasing (Korschun et al., 2014). In particular, the role of employees

in the dissemination of CSR information has received limited attention, despite the value perceived from an enlightened CSR program (Branco & Rodrigues, 2006; Edinger-Schons et al., 2019; Rodrigo & Arenas, 2008). Such investigations are of paramount importance, as ill-informed, disinterested, or dissident employees may deliver inappropriate CSR messages to stakeholders, including customers and co-workers (Rodrigo & Arenas, 2008). In such situations, the firm's CSR efforts become counterproductive (Yoon et al., 2006).

In recognition of the importance of this evolving trend to utilize employees in a firm's CSR action, a stream of work under the banner

of socially responsible human resource management (SRHRM) has emerged (e.g., Newman et al., 2016; Shen & Benson, 2014). The aim of such studies is to investigate the manner in which employees should be recruited, trained, and incentivized to achieve the firm's CSR objectives and deliver strong CSR messages to stakeholders (Shen & Benson, 2014; Zhao et al., 2019). To date, most CSR-related studies focus on traditional organizational outcomes, such as organizational commitment, organizational identification, job satisfaction, job performance, turnover intentions, and organizational citizenship behavior (OCB) (e.g., Du et al., 2015; Fryzel & Seppala, 2016; Jamali et al., 2020; Kim et al., 2016; McNamara et al., 2017; Ng et al., 2019; Rodrigo et al., 2019; Vlachos et al., 2014; Wang et al., 2020). Our research is positioned within the field of CSR-OCB. There is a lack of CSR-OCB-related studies that reflect the communication ideals of CSR ambassadorship. While a handful of studies have investigated employee communications arising from CSR, the focus has primarily been on either (a) communications relating to firm, brand, or product attributes (e.g., Farooq et al., 2014; Vlachos et al., 2014) or (b) studies that have aggregated word of mouth aspects with noncommunication behaviors (e.g., Jones, 2010; Kim et al., 2016). We distinguish CSR advocacy from such corporate attributes. Co-worker-directed CSR advocacy is defined as discretionary organizational citizenship behavior by employees that is exemplified by communication that endorses and promotes the firm's CSR objectives, philosophies, policies, and practices.

The encouragement of employees to participate in CSR activities, and/or communicate the firm's CSR policies and practices to others, needs to encompass salient benefits for employees (De Roeck et al., 2014; Du et al., 2015). Indeed, when firms signal their intent-to-treat employees well, employees are more likely to reciprocate with positive behavioral responses (Jamali et al., 2020). Furthermore, SRHRM practices suggest that a knowledge of the efficacy of employee rewards is critical because CSR activities can often supplant normal task routines for employees. Employees may have negative reactions to CSR activities that replace much loved work routines or prevent the completion of expected work (Rodrigo & Arenas, 2008). While the choice of salient benefits for employees is critical to effectively promote positive organizational behaviors, a limited range of employee benefits has been examined within the CSR literature. For instance, scholars report that CSR activities can provide benefits to employees by meeting personal needs (Ainsworth, 2020; Rodell et al., 2016), such as skills building (Caligiuri et al., 2013), work that offers personal meaning (Glavas & Kelly, 2014), relational needs (Mojza et al., 2011), or psychological ownership (Ainsworth, 2020).

To date, benefits previously investigated tend to suit long-term volunteer assignments. Hence, the context for most studies is on the keenest CSR advocates, larger firms, and/or long-term CSR assignments (Bauman & Skitka, 2012). There has been a lack of attention placed on short-term CSR assignments and the everyday context of employees asked to undertake such assignments. For example, a half-day outing to clean a local beach. In this paper, we extend the literature to test the impact of hedonic value; defined as the level of self-serving personal pleasure and enjoyment received

from CSR participation. As part of a short-term work assignment, the notion of a fun activity is widely supported in the literature (e.g., Michel et al., 2019). To provide a more robust test of the impact of hedonic value, we include a second perceived benefit categorized as an other-oriented benefit. In this paper, we treat altruism, prosocial, and other orientation as interchangeable terms. All terms reflect a motivation to increase another individual's welfare, which is assumed to be driven by a selfless concern for others (Batson & Powell, 2003). Accordingly, we introduce the construct of perceived community value to reflect the level of worth perceived by employees accruing to the intended beneficiaries of a CSR activity. Again, prosocial motives are widely perceived as leading to desirable organizational outcomes (Michel, 2017). This study is the first to model these two types of benefits as impacting co-worker-directed CSR advocacy and extends the literature relating to the joint testing of self-oriented and other-oriented benefits.

We employ social exchange theory (SET) as an overarching theoretical explanation for relationships between perceived benefits, arising from a short-term CSR assignment, and desirable organizational outcomes. SET is defined as a voluntary beneficial action by a company or company manager toward an employee leading to an exchange relationship between the employee and company/manager (Jones, 2010). Positive benefits from a CSR task can be reciprocated by the employee's positive thoughts about how the company is perceived reputationally. In turn, positive perceptions of the firm's CSR performance will further increase the likelihood of co-worker CSR advocacy (Afsar & Umrani, 2020; Cheema et al., 2020; He et al., 2019; Newman et al., 2016). Accordingly, a key question is which perceived benefit has the most influence on CSR advocacy either directly or indirectly?

To meet the information needs of managers, we seek to understand how employees respond to requests to become involved in CSR activities and achieve a managerial goal of turning employees into CSR ambassadors. If the rewards inherent in such a request are positive, then the social exchange relationship is strengthened and reciprocal citizenship behaviors toward the company likely to be more forthcoming. More specifically, our first objective is to investigate whether an employee perceived self-oriented benefit (hedonic value), together with the other-oriented benefit of perceived community value, affects the organizational citizenship variable of co-worker-directed CSR advocacy. Our second objective is to determine whether these effects occur directly or via the mediating mechanism of CSR reputation.

The findings from this investigation contribute to the CSR-OCB literature in general and specifically shed light on how managers can design CSR activities that result in positive CSR discourse among employees. In particular, our model distinguishes self- and other-oriented benefits both conceptually and in measurement terms to extend previous research that has confounded their influence on OCB (e.g., Ainsworth, 2020; Bode & Singh, 2018; Jain, 2016; Kim et al., 2020; Koch et al., 2019). In addition, we examine and report on the critical role of CSR reputation as a mediating variable. Only a handful of studies employ the employee's perception of their firm's

CSR reputation in such a role. However, this study is the first to model CSR reputation as a mediator between personal benefits and an OCB-related variable. Accordingly, our findings support and elaborate on generic conceptual models advanced in the literature (e.g., Bhattacharya et al., 2009; Du et al., 2010). Furthermore, the study was designed for small-scale CSR assignments that can accommodate everyday CSR tasks for a wider group of employees. This design extends the literature which focuses heavily on longer-term CSR assignments.

2 | LITERATURE REVIEW

2.1 | Theoretical foundation

A major stream of research within the stakeholder response to CSR paradigm is the CSR–OCB relationship. A widely used definition by Organ (1988, p. 4) refers to OCB as “individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system, and that in aggregate promotes the effective functioning of the organization.” Researchers have expanded this broad-based definition to a multidimensional level with dimensions, such as helping behavior, voice behavior, and organizational loyalty (Podsakoff et al., 2011). For instance, Jamali et al. (2020) conceptualized OCB as a multidimensional construct comprising civic virtue, helping behavior, and sportsmanship. The dimension of OCB best suited for our research objective is OCB (Loyalty), also known as OCB (Boosterism). Organizational citizenship behavior (Loyalty) refers to situations where employees may endorse and support organizational objectives, such as CSR campaigns. In particular, positive word of mouth to stakeholders is one way that OCB (Loyalty) is manifest (Michel, 2017). Accordingly, we position co-worker-directed CSR advocacy as a desired employee behavior that is reflective of OCB (Loyalty).

In broad terms, co-worker-directed CSR advocacy is likely to depend upon how employees feel about their company, the company's CSR policies and practices, and how they feel about CSR personally (Edinger-Schons et al., 2019; Zhao et al., 2019). Three issues arise from a review of this literature. While a limited number of studies have investigated employee advocacy behaviors, investigations lack a focus on specific CSR-related citizenship behaviors. Almost all studies focus on general work-related citizenship behaviors (e.g., De Roeck & Farooq, 2018; Farooq et al., 2014; He et al., 2019; Jones, 2010; Rodell, 2013). For instance, Farooq et al. (2014) found that employees were more likely to share specialized knowledge with co-workers, if they perceived the firm's CSR performance positively. Second, the handful of studies that have investigated CSR-specific advocacy behaviors (e.g., Afsar & Umrani, 2020; Shen & Zhang, 2019) tend to focus exclusively on environmental advocacy. For instance, the study by Afsar and Umrani (2020) reported a positive link between CSR-related aspects and co-worker environmental communications. Third, the small group of studies investigating CSR-specific advocacy behaviors has aggregated such CSR measures with generalized word of mouth support for the organization.

For instance, Shen and Zhang (2019) labeled one variable employee support for CSR initiatives which included one measurement item related to positive word of mouth for such initiatives, mixed with other general support statements. In such cases, studies are unable to explain whether the CSR advocacy aspect of the variable had any real explanatory power. In summary, there is a lack of studies that have investigated co-worker-directed CSR advocacy behaviors exclusively focused on CSR communication.

2.2 | Hypothesis development

Plausibility of hypotheses derive from three sources: (a) social exchange theory (SET); (b) attitude consistency theory; and (c) previous studies that have found significant relationships between related constructs. A central premise of SET is that perceived rewards received by one party will be reciprocated (Homans, 1961). We expect that positive benefits from anticipated CSR participation would be reciprocated with appropriate organizational outcomes, including support for a firm's CSR activities (Bhattacharya et al., 2009; Mory et al., 2016; Newman et al., 2016; Slack et al., 2015). Likewise, we further argue that if rewards were perceived as highly salient and beneficial, then an overall positive evaluation of the firm's CSR performance would also be enhanced. In turn, the salience of particular rewards will likely depend upon the workplace context and nature of CSR programs.

Investigations into the nature of CSR programs that reflect employee participation and associated benefits can be mostly found in the area of CSR voluntary programs. Within this context, scholars argue that CSR activities can provide key benefits to employees, such as career development or skills building (Du et al., 2015; Hejjas et al., 2019), work that offers personal meaning (Bauman & Skitka, 2012; Caligiuri et al., 2013; Rodell, 2013), pleasure (e.g., Ainsworth, 2020; Kim et al., 2016; Koch et al., 2019), or meeting social needs (Du et al., 2015; Grant, 2012; Hejjas et al., 2019). Such programs tend to be major work-related undertakings that can involve weeks or months on assignment with a selected charitable organization (Rodell et al., 2016). Less attention has been placed on how employees may respond to more informal, smaller-scale CSR programs, such as a day trip to repair mangroves (Bauman & Skitka, 2012; Jones, 2010). The streams are differentiated largely by duration, motives, staff accessibility, and organizing entity. In Table 1, the key characteristics that differentiate these CSR contexts have been synthesized. We anticipate different motives arising from programs with substantially different characteristics. For example, Bode and Singh (2018) investigated whether the self-oriented benefit of salary was a factor in seeking an extended CSR assignment overseas. This factor may not be salient for a local short-term activity.

In this paper, we test a self-serving benefit (hedonic value) and other-oriented benefit (perceived community value) for their effect on co-worker-directed CSR advocacy. Both self-serving and other-oriented motives have wide support in the literature for their general positive effect on OCB (e.g., Bowler & Brass, 2006; Ehrhart & Naumann, 2004; Grant, 2008; Michel, 2017). However, scholars

TABLE 1 Exemplar characteristics of employee CSR programs

	Formal voluntary programs	Informal day outing
Duration	Between a few weeks to 12 months. Long absence	Half day or full day Very short absence
Location	May not be same as home firm and could be international	Same as home firm – very local
Accessibility	Limited by firm resources to select few employees at any one time to be absent on assignment. Exclusive.	Unlimited and may involve whole firm or departments at any one time. Inclusive
Organizer	NGO or charitable organization hosts the employee	Home firm arranges activities
Initiator	Purely voluntary and initiated by employee	Participation may be expected or even compulsory and initiated by firm
Job design	Involves change in job roles	Involves change in task within existing job role

Note: Exemplar characteristics illustrate how the context for employee CSR programs will determine the salience of perceived benefits from CSR participation.

have more recently attempted to investigate specific mechanisms of self-serving and other-oriented motives, such as impression management, self-concern, felt obligation, or altruistic concern (e.g., Cheung et al., 2018; Michel, 2017). We add to this knowledge through the introduction of two specific benefits that reflect the essence of self-versus other orientation.

2.3 | Hedonic value

In this paper, we argue that for small internal CSR programs, the hedonic value placed on any short-term CSR participation will be a salient factor. In some cases, managers may plan CSR activities to provide a high level of pleasure and enjoyment, together with other potential benefits (Supanti et al., 2015). Obtaining a reward of enjoyment suggests that employees will more likely reciprocate with greater civic mindedness in the workplace. The notion of fun in a workplace activity has been well established as a key motivating factor for employees (e.g., Michel et al., 2019; Owler et al., 2010). More specifically, fun has been shown to positively enhance employee attitudes toward a range of organizational outcomes, such as job satisfaction, customer service orientation, and co-worker trust (Michel et al., 2019). However, in prior work related to CSR, hedonic aspects are aggregated with other types of benefit in the same measure. For instance, the qualitative paper by Koch et al. (2019) aggregated pleasure, pride, and team spirit benefits under a generic emotional factor. In one quantitative study, Ainsworth (2020) measured volunteering attitude by combining a variety of benefits that included fulfilling experience, rewarding, enjoyable, and liking statements. Likewise, Kim et al. (2020) measured autonomous motivation as a composite of personal values. This means that understanding which beneficial aspect is actually driving organizational outcomes is problematic.

However, we believe hedonic value is widely applicable to small-scale CSR assignments. It is arguable that CSR activities often provide an escape from normal routines, a chance to socialize with workmates and to undertake different roles in an informal setting (Peloza & Hassay, 2006). Such private benefits that further the employee's self-interest are likely to be a highly motivating factor when employees weigh up the rationale for CSR participation (Bode & Singh, 2018). Accordingly, we propose the following hypothesis:

Hypothesis 1 *A higher level of hedonic value from anticipated CSR participation will positively influence employees' co-worker-directed CSR advocacy.*

2.4 | Perceived community value

Most work examining the personal benefits-OCB relationship focuses on self-oriented benefits (e.g., Grant, 2012; Kim et al., 2016; Koch et al., 2019; Rodell, 2013). However, support for a positive relationship between other-oriented motives and OCB has been reported in recent research (e.g., Glavas & Kelly, 2014; Michel, 2017; Sekar & Dyaram, 2017). Within the CSR paradigm, the notion of altruistic behavior occupies a central place where CSR is undertaken because it is the right thing to do (Bansal & Roth, 2000). While hedonic value reflects a self-oriented benefit, the second category of perceived benefits reflects an other orientation where an individual's efforts are directed to benefit others rather than oneself. This follows the argument that stakeholders may also evaluate CSR initiatives based on the degree to which initiatives are successful in improving the lives of the intended beneficiaries (Bhattacharya et al., 2009). Employees are more likely to respond positively, in terms of OCB (Loyalty), if they believe that their participation in CSR efforts is worthwhile and delivers value to parties other than themselves (Caligiuri et al., 2013;

Glavas & Kelly, 2014; Holbrook, 1999; Slack et al., 2015). That is, reciprocation of benefits, via discourse of the CSR activities to co-workers, is tenable even though the employee is not the direct recipient of any benefit.

More specifically, employees may value participating in CSR-related activities because of a moral perspective (Bridoux et al., 2016) or expression of altruistic values (Rodell et al., 2016). Alternatively, employees may be motivated out of altruistic concern for a specific group of beneficiaries, such as local community (Omoto & Snyder, 1995), co-workers, and NGOs outside of home firm (Caligiuri et al., 2013) or home organization and supervisors (Michel, 2017). In this depiction of other-oriented behavior, the reward is directed at the beneficiary of the CSR activity but reciprocation by employees is still expected. While authors, such as Batson and Powell (2003), argue that true altruism cannot involve any self-oriented benefit, this dual depiction is widely accepted. For example, Rioux and Penner (2001) argue that individuals can have altruistic intent to improve the welfare of others but receive a reward from such behavior for themselves at the same time. For instance, other-oriented benefits may also provide feelings of pride in accomplishing worthy outcomes (Kim et al., 2010).

While there are increasing numbers of studies examining the relationship between other orientation and OCB, most studies treat prosocial motives as the degree of importance placed by the employee on caring for the welfare of others (e.g., Cheung et al., 2018; Jain, 2016; Sekar & Dyaram, 2017). In contrast, few studies have examined the notion of how the receipt of benefits relates to OCB. For instance, Jain (2016) measured the five dimensions used by Omoto and Snyder (1995) to produce a two-factor solution reflecting altruistic and egoistic motives for volunteerism. However, the altruistic factor included egoistic statements, such as “helps me forget how bad I’ve been feeling” and “makes me feel better about myself.” While the author found strong support for the influence of altruistic factor or citizenship behavior, we are not sure whether egoistic statements contributed to this finding. Similarly, Michel (2017) reported that the prosocial motives of beneficence and appreciation significantly influenced the OCB dimension of boosterism. However, this analysis relied on single-item scales and relative weights analysis. Nonetheless, the single item used to measure OCB (Boosterism) by Michel (2017) referred to speaking favorably about the organization to outsiders which again aligns with OCB (Loyalty) in this paper. Accordingly, we propose the following hypothesis:

Hypothesis 2 *A higher level of perceived community value from anticipated CSR participation will positively influence employees' co-worker-directed CSR advocacy.*

2.5 | CSR reputation

Social exchange theory (SET) suggests that subsequent reciprocation by the employee may involve cognition, feelings, and behaviors

(Cropanzano et al., 2017). Hence, reciprocal actions may be tangible, visible behaviors, as well as intangible, non-observable changes in cognition and feelings (Blau, 1964). We argue that, in addition to a direct relationship between perceived benefits from CSR participation and co-worker CSR advocacy activities (Ainsworth, 2020; Gond et al., 2017; O’Riordan & Fairbrass, 2014), there is likely to be a spillover effect on CSR reputation. New CSR information not only may be used directly to affect CSR-related behaviors but also may be assimilated into the employee’s belief set related to the overall evaluation of a firm’s CSR performance. That is, the overall evaluation of CSR reputation arises from an accumulation of various CSR messages from a range of sources. This impact on overall CSR reputation can be explained by Heider’s consistency theory that depicts how a person’s beliefs, feelings, and behaviors toward an object tend to be consistent with each other (Kruglanski et al., 2018). Hence, positive cognitive evaluations will more likely result in positive beliefs, feelings, and behaviors rather than negative attitudes. In turn, such internalized beliefs will also affect OCB outcomes, especially when the context provides clear messages about the firm’s specific CSR campaigns.

In addition, support for a potential mediation role for CSR reputation can be discerned from previous studies that have found significant relationships between related constructs. While a mediating role for CSR reputation has been suggested by several scholars (e.g., Bhattacharya et al., 2009; Du et al., 2010; Panagopoulos et al., 2016; Zhang et al., 2018), empirical work is mixed. On the one hand, there is substantial support in the literature for the second stage of a potential mediating role for CSR reputation, that is, the relationship between an overall evaluation of the firm’s CSR performance and OCB. Indeed, much of the literature treats CSR perceptions as an exogenous construct that relies upon employees having existing knowledge about a firm’s CSR activities (e.g., He et al., 2019; Rodrigo et al., 2019). In a recent review of the literature, Wang et al. (2020) identified 65 studies that examined perceptions of CSR as antecedent to employee attitudes. Furthermore, numerous studies have found a positive relationship between CSR perceptions and OCB (Afsar & Umrani, 2020; Cheema et al., 2020; He et al., 2019; Newman et al., 2016).

For instance, broad-based measures of CSR perceptions have been found to be significantly related to general measures of OCB (e.g., He et al., 2019; Newman et al., 2014; Oo et al., 2018). In addition, Cheema et al. (2020) reported that a broad-based CSR perceptions measure impacted employee OCB related to the environment. This approach was extended by De Roeck and Farooq (2018) who found that a firm’s reputation in one CSR dimension was significantly related to a corresponding prosocial behavior. For instance, the authors reported that employees who perceive their firm to have a high reputation in caring for the local community are more likely to be engaged with the local community in CSR activities. While most studies reflect a broad-based approach to OCB, Afsar and Umrani (2020) investigated the effects of a firm’s CSR reputation on co-worker proenvironmental advocacy. In this case, the authors found that a general index measuring CSR

reputation was weakly but significantly associated with environmental advocacy behaviors.

In contrast, there is limited literature on the first stage of this mediating role, that is, the relationship between internal CSR-related factors, especially CSR communications, as drivers of CSR reputation (Panagopoulos et al., 2016). While scholars have conceptualized that positive CSR activities and communications to employees will produce desirable organizational outcomes (e.g., Bhattacharya et al., 2009), empirical work is scant (e.g., Gond et al., 2017; Slack et al., 2015; Vlachos, Panagopoulos, & Rupp, 2014; Zhang et al., 2018). Previous work into the drivers of CSR perceptions includes relational and individual traits (Gond et al., 2017), organizational support (Slack et al., 2015), top management support (Vlachos, Panagopoulos, & Rupp, 2014), and high-performance human resource management systems (Zhang et al., 2018).

More specifically, Raub and Blunsch (2014) found that, when employees are made aware of their firm's CSR activities, they are more likely to believe they can make a positive difference in their work and to other people. This extra-role behavior was exemplified in the recent study by Kim et al. (2019). They found that employees were more likely to demonstrate greater empathy to dysfunctional customers after receiving information that enhanced perceptions of their firm's social responsibility performance. This increase in positivity toward their firm's CSR performance also increases the likelihood that employees will engage in positive discourse. Where employees lack knowledge of or have a less than favorable view of firm CSR performance, the capacity for discourse with significant others diminishes (Raub and Blunsch (2014); Slack et al., 2015). Accordingly, there may be dual paths that capture the effects of perceived benefits on co-worker-directed CSR advocacy.

Hypothesis 3a *CSR reputation will mediate the effects of hedonic value from anticipated CSR participation on employees' co-worker-directed CSR advocacy.*

Hypothesis 3b *CSR reputation will mediate the effects of perceived community value from anticipated CSR participation on employees' co-worker-directed CSR advocacy.*

3 | METHOD

To test the hypotheses in this paper, two (2) studies adopting a scenario-based experimental design were conducted. A separate sample was obtained for each study. In Study 1, the effects of two independent variables on the level of CSR advocacy directed at co-workers were tested using analysis of covariance (ANCOVA). In Study 2, an additional measure for CSR reputation was included in the questionnaire. Accordingly, the same independent variables were tested against co-worker-directed CSR advocacy but with the mediating variable of CSR reputation also included in the model. Structural equation modeling with partial least squares (SEM-PLS) was used to analyze data in the second study. Collectively, the

triangulation of two studies with different respondents and data analytic techniques allows for greater generalization of results, especially where convenience samples are collected (Denzin, 2006).

3.1 | A scenario-based experiment

While correlational designs are most popular within the CSR paradigm, the causal ambiguity present in correlational studies can only be reduced through experimental design (Rousseau, 2006). Indeed, scholars have long recognized the inherent strength of random assignment in experimental design which provides the gold standard for evidence-based inquiry (Pfeffer & Sutton, 2006). Furthermore, in study 2, we adopt the approach of Rupp et al. (2013), who conducted tests of association with data obtained from an experimental design in order to increase variance of observations.

The two independent variables were first manipulated to establish a framework for the scenario-based experiments. For each study, the same vignette was used as stimulus material to create different treatments of the independent variables. While a simulated vignette was provided to respondents to stimulate their thoughts, the respondent's actual workplace was used for the study context. This approach provides a greater level of external validity and distinguishes our experimental context from laboratory and artificial field experiments (Harrison & List, 2004). In support, De Roeck and Farooq (2018) suggest that contextual cues within the employee's workplace will play a major role in determining the reactions of employees to planned CSR activities within the firm. Such communication can be delivered on-site or off-site. More specifically, an email communication derived from the employees' Chief Executive Officer was simulated. This approach provides a realistic scenario of the employee's workplace and, more importantly, provides a methodological innovation that overcomes a widespread weakness of SET designed studies. While numerous studies invoke SET to explain relationships between CSR perceptions and organizational outcomes, there is a high level of uncertainty as to who the parties are in any potential exchange relationship – firm, brand, senior manager, or supervisor. Accordingly, we apply Lavelle et al.'s (2007) theory of target similarity to the experimental stimulus materials. The rationale for invoking target similarity derives from the suggestion that employee responses will vary widely when exposed to different referents and contexts (Vlachos, Panagopoulos, & Rupp, 2014). Such situations produce ungeneralizable social exchange relationships. In this paper, the Chief Executive Officer of a respondent employee's firm is used as a focal referent to provide more clarity in the application of SET.

The two independent variables to be manipulated were (a) perceived community value and (b) hedonic value. Two levels were designed for each variable. Perceived community value was operationalized as either a high or low condition by using the words "gives a lot back to local community" versus "gives little back to local community," respectively. The second CSR manipulation was for hedonic value. This variable was operationalized as a pleasurable benefit with

either high or low conditions using the words “this very enjoyable CSR activity” versus “this very boring CSR activity,” respectively. Respondents were randomly assigned to one of four scenarios. The vignette administered to respondents (with both conditions included) is shown as follows:

You receive an email from your Chief Executive Officer in your company. The email announces that your company plans to increase their efforts on Corporate Social Responsibility (CSR). The firm announces a new campaign to PROTECT THE PLANET, PROTECT OUR COMMUNITY.

...After reading the details of the CSR activity, you wonder whether it is worthwhile to take part in a CSR activity that gives a lot/little back to the local community where you work. You think about whether you want to be involved in this very enjoyable/very boring CSR activity.

You think about how this activity will affect your work arrangements.

3.2 | Measures

Measures for all variables were based on scales from the literature and used a Likert format with 7 points. The questionnaire contained measures for manipulation checks of the two manipulated variables. Subsequently, these manipulation check questions were used to form the measurement scales for the two independent variables used in the statistical analysis with SEM-PLS, in Study 2. Three items for perceived community value were drawn from Chomvilailuk and Butcher (2016), for example, “this CSR initiative will help the local community considerably.” The Cronbach alpha scores for this scale were 0.96 and 0.93 for studies 1 and 2, respectively. Three items for hedonic value were based on the work of Supanti et al. (2015). For example, one item stated: “this CSR initiative should be fun.” The Cronbach alpha scores for this scale were 0.95 and 0.93 for studies 1 and 2, respectively. In study 1, a single-item scale was used to measure co-worker-directed CSR advocacy: “I am likely to encourage my co-workers to participate in this CSR campaign.” While single-item scales lack the psychometric properties of multi-item scales, they are considered acceptable where questionnaire length is problematic and/or the concept is narrowly defined (Bergkvist & Rossiter, 2007; Du et al., 2015). In study 2, the three items for the dependent variable of co-worker-directed CSR advocacy were based on the works of Rim and Song (2013) and Ma and Qu (2011). For example, one item stated: “I am likely to encourage my co-workers to participate in this CSR campaign.” The Cronbach alpha score for this scale was 0.87. The scale for CSR reputation in Study 2 comprised three items drawn from the work of Glavas (2016). For example, one item stated: “I believe

my company makes a positive contribution to the communities in which it operates.” The Cronbach alpha score for this scale was 0.90. All multi-item scale statements are shown in Table 2.

3.3 | Data collection, sampling, and analysis

Data were collected via two separate cross-sectional survey instruments administered online. In study 1, a survey was administered to a convenience sample of 129 respondents recruited through the Amazon MTurk platform. In study 2, a convenience sample of 135 was obtained from a panel provided by SurveyMonkey®. Convenience samples are an acceptable approach where population frames are unavailable (Frey, 2018) and arguably the most common sampling approach in the management field. Both samples comprised working persons with a customer-facing sales role drawn from service businesses based in the United States. Accordingly, both samples exceeded sample size requirements for the use of ANCOVA and SEM-PLS in a priori and post hoc tests. To calculate minimum sample size requirements, we relied on the widely used power tables provided by Cohen (1992). A conventional approach to parameter estimation was undertaken to achieve a commonly cited statistical power of 80% and detect a minimum explained variance threshold of 25%, with a conservative 1% probability of error (Hair et al., 2017). The minimum sample sizes for the ANCOVA and SEM-PLS analyses with three paths each to the dependent variable were both 53.

For the ANCOVA analysis, we included the control variable of CSR predisposition. The inclusion of a control variable reduces overall error variance, by taking into account potential confounding influences on the dependent variable (Field & Hole, 2003). Hence, the effect from each manipulated variable is calculated after any effect from the control variable is removed. Scholars have argued that relationships between CSR activities and organizational outcomes may be subject to situational influences, such as the perceived importance of corporate social responsibility to the stakeholder (Bhattacharya et al., 2009; Molina et al., 2013). Accordingly, this control variable was included and stated: “I care about companies being socially responsible.”

Following numerous scholars (e.g., Teng et al., 2020), a partial least squares (PLS) approach for statistical testing of structural equation models (SEM) was undertaken in Study 2, using Smart Plus version 3. Researchers have reported that SEM-PLS is particularly suitable for complex models with smaller sample sizes and also overcomes the problem of distributional restrictions evident in alternative techniques, such as covariance SEM (Hair et al., 2019). Analysis was conducted in two stages following Fornell and Larcker (1981). This widely adopted convention allows for the testing of a measurement model (appropriateness of scale items) separately from a structural model (paths between variables). Two-stage testing precludes the masking of poor measurement with a good fitting structural model and vice versa (Anderson & Gerbing, 1988).

TABLE 2 Multi-item measurement scale statements for studies 1 and 2

	Outer loadings for study 2
Perceived community value ($\alpha = 0.96$ and 0.93 in studies 1 and 2, respectively)	
This CSR initiative will help the local community considerably	0.86
The CSR initiative will be very worthwhile to the local community	0.93
The CSR initiative will be of value to the local community	0.93
Hedonic benefit ($\alpha = 0.95$ and 0.93 in studies 1 and 2, respectively)	
I think this CSR initiative should be a pleasant experience	0.94
This CSR initiative looks interesting	0.92
This CSR initiative seems like a lot of fun to be involved in	0.84
CSR reputation ($\alpha = 0.90$ in study 2)	
I believe my company makes a positive contribution to the communities in which it operates	0.85
My company demonstrates a strong commitment to CSR	0.79
My company devotes a lot of effort to help society	0.78
My company is very socially responsible	0.88
I am likely to encourage my co-workers to participate in this CSR campaign	0.84
I am likely to say positive things about participating to my colleagues	0.80
I will say positive things about CSR involvement to co-workers	0.85

4 | RESULTS

4.1 | Study 1

The aim of this study was to test the direct effects of perceived community value and hedonic value on co-worker-directed CSR advocacy. All 129 participants in the MTurk sample were working and 57% were male. Most respondents were in the 25–34 age group (41.9%) with the 35–44 age group comprised 30.2% of the total. A further 24.1% were in an older group of 45 years and over while a final younger group of 18–24 years comprised just 3.9% of the total.

The value of a scenario-based experimental design relies on the capacity of the simulated conditions (high versus. low) to elicit responses that reflect the planned high and low conditions. Both manipulations worked as planned. The two manipulation check scales demonstrated sound internal consistency with Cronbach alpha scores above 0.7. For perceived community value, the mean scores for this measure were 2.9 (low condition) and 6.4 (high condition) on a scale of 1–7. An ANOVA test demonstrated that there was a significant difference between the value conditions ($F = 309.0; p < .001$). Similarly, the manipulation for hedonic value also displayed a significant difference between the low and high conditions. The mean scores for this scale were 3.0 (low condition) and 6.0 (high condition) on a scale of 1–7. An ANOVA test revealed the two conditions to be significantly different ($F = 160.9; p < .001$).

The 2 (perceived community value) x 2 (hedonic value) between-subject design was tested for differences in ratings for the dependent measure using ANCOVA. The control variable labeled CSR predisposition measured employee's level of concern for social responsibility issues. This control variable had no significant direct effect on the dependent variable or any interaction effect with either

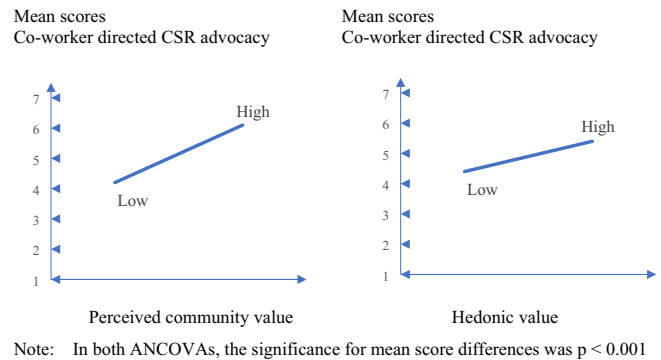


FIGURE 1 ANCOVAs for co-worker-directed CSR advocacy in study 1. In both ANCOVAs, the significance for mean score differences was $p < .001$ [Colour figure can be viewed at wileyonlinelibrary.com]

independent variable. There was a significant main effect for both the perceived community value and the hedonic value treatments. For the perceived community value treatment, the mean scores of co-worker-directed CSR advocacy were 4.2 (low condition) and 6.1 (high condition) on a scale of 1–7. An ANCOVA test demonstrated that there was a significant difference between the value conditions ($F = 32.0; p < .001$). For the hedonic value treatment, the mean scores of co-worker-directed CSR advocacy were 4.4 (low condition) and 5.4 (high condition) on a scale of 1–7. An ANCOVA test demonstrated that there was a significant difference between the value conditions ($F = 13.4; p < .001$). That is, perceptions of the community value of the proposed CSR campaign and perceptions of enjoyment in participating in the campaign influenced the behavior of employees in their advocacy to co-workers. Figure 1 displays the main effects for both hedonic value and perceived community value.

Accordingly, the results indicate support for H1 and H2 in the absence of CSR reputation as a mediator. In addition, the effect sizes were from moderate to strong for hedonic value ($\eta^2 = 0.10$) and perceived community value ($\eta^2 = 0.20$), respectively. We have used Clark-Carter's (1997) eta-squared (η^2) criteria of small (<0.5), moderate ($0.6-0.11$), and strong (>0.11) to judge effect size. Contrary to the results of testing for main effects, no interaction effects were found for either of the two independent variables on the dependent variable. This result indicates that the effect of one independent variable on co-worker CSR advocacy is not conditional on the alternate benefit. This finding makes theoretical sense. Two further post-hoc tests were undertaken to check the stability of results across disparate groups. However, no interaction effects were detected for gender and age across each of the relationships tested. This latter post hoc result is also unsurprising, as the benefits conceptualized should have wide appeal to employees in general.

4.2 | Study 2

A total of 135 service employees recruited via a SurveyMonkey® panel participated in this study. 51.5% of employees were female. Ages were evenly spread across age groups with 12% in the 18–29 age group; 38% were 30–44 years; 34% were 45–60 years; and 16% were over aged 60 years.

The SEM-PLS analysis showed all indicator loadings exceeding 0.7, as shown in Table 2. In addition, average variance extracted (AVE) for each construct exceeded the recommended threshold of 0.5 (Fornell & Larcker, 1981). Thus, evidence for convergent validity was satisfactory. Discriminant validity was again demonstrated in three ways. First, AVE for each construct was greater than the square of the interconstruct correlations (Fornell & Larcker, 1981). Second, an examination of the loading for each indicator variable was greater than any cross-loadings, as suggested by Chin (1998). Finally, all heterotrait–monotrait ratio scores were below 0.9, further indicating discriminant validity (Hair et al., 2019). Reliability was established with all Cronbach alpha and composite reliabilities exceeding the recommended threshold of 0.7. The psychometric properties of scales are shown in Table 3.

Analysis of the inner model in SEM-PLS provides information on path coefficients, explained variance, and significance levels. A

recommended bootstrapping procedure was undertaken using 1000 subsamples initially and then a final run with 5000 subsamples (Hair et al., 2017). Specific criteria for structural model fit are not recommended for SEM-PLS unless they are used judiciously. The two criteria that are most commonly used as approximate guides for model fit are SMRS and NFI. Values less than 0.8 for SMRS and greater than 0.9 for NFI suggest reasonable model fit. In practice, SEM-PLS relies more on significant path coefficients and reasonable levels of explained variance to indicate the “practical” significance of any model (Hair et al., 2019).

The results from the bootstrapping procedure show that the SRMR was 0.04 and NFI = 0.92, indicating a reasonable fitting model. There was a significant direct effect between hedonic value and co-worker-directed CSR advocacy but not between perceived community value and co-worker-directed CSR advocacy. In contrast, there was a significant direct effect between perceived community value and CSR reputation but not between hedonic value and CSR reputation. Accordingly, the results suggest that CSR reputation fully mediates the effect from perceived community value but plays no mediating role for hedonic value. Hence, there is full support for hypothesis H3b but hypothesis H3a is rejected. In addition, hedonic value compared to perceived community value has a stronger total effect on co-worker-directed CSR advocacy ($\beta = 0.57, p < .001$ and $\beta = 0.24, p < .001$, respectively). The model explained 59% of the variance in co-worker-directed CSR advocacy and 39% of the variance in CSR reputation. Further details of effects are shown in Table 4, and Figure 2 provides full details of significant path coefficients.

In summary, hypotheses 1 and 2 were supported in both studies, as perceived community value and hedonic value had significant total effects on co-worker-directed CSR advocacy. While the relative strength of the two benefits varied between studies, their substantial and positive effect was unambiguous. In contrast, the findings for the mediating influence of CSR reputation in study 2 (hypotheses 3a and 3b) were mixed. In study 1, perceived community value had a direct effect on co-worker-directed CSR advocacy. However, in study 2, this effect was not significant in the presence of CSR reputation as a mediator (H3b). In contrast, a significant direct effect was found between hedonic value and co-worker-directed CSR advocacy for both studies (H3a). Hence, CSR reputation fully mediated the relationship between perceived community value and co-worker-directed CSR advocacy but played no mediating role for hedonic value.

TABLE 3 Reliability, convergent validity, and discriminant validity in study 2

Variable	Mean score	SD	1	2	3	4	AVE	Alpha	CR
1 Perceived community value	4.6	1.6	0.91				0.82	0.93	0.93
2 Hedonic value	4.8	1.4	0.43	0.90			0.82	0.93	0.93
3 CSR reputation	5.1	1.3	0.61	0.38	0.83		0.68	0.90	0.90
4 Coworker-directed CSR advocacy	4.5	1.2	0.48	0.67	0.60	0.83	0.69	0.87	0.87

Note: The square root of AVE is shown in bold on the diagonal. Correlations are in the columns.

TABLE 4 Direct and indirect effects on co-worker-directed CSR advocacy in study 2

Independent variable	CSR reputation direct effect	Direct effect	Indirect effect	Total effect	Mediation
Perceived community value	0.55***	0.02	0.21***	0.23***	Full
Hedonic value	0.15***	0.51***	0.06	0.57***	Nil
CSR reputation		0.39***			

Note: Values in effects columns are standardized regression weights.
*** $p < .001$.

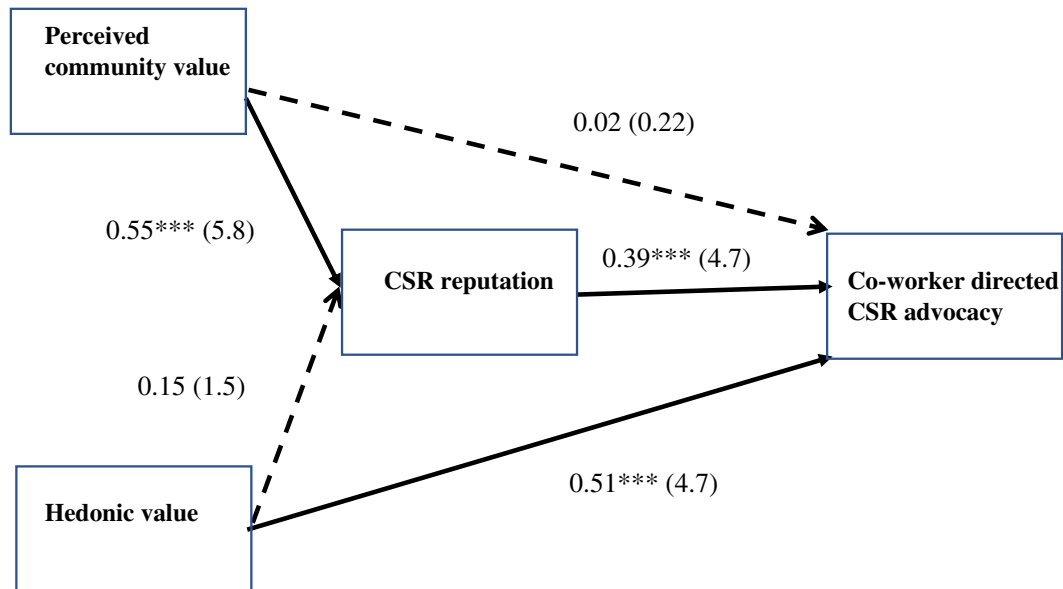


FIGURE 2 Standardized path estimates in study 2 (t values are in brackets). Dotted lines depict non-significant relationships. All significant relationships had a significance level $p < .001$ denoted by *** [Colour figure can be viewed at wileyonlinelibrary.com]

5 | DISCUSSION

5.1 | Theoretical contribution

The findings from the two studies reported in this paper provide a number of contributions to the corporate social responsibility (CSR)–organizational citizenship behavior (OCB) research literature. In particular, we show that both perceived benefits and CSR reputation play substantial roles to increase co-worker-directed CSR advocacy. Previous researchers have modeled organizational identification and affective commitment as mediating the relationship between internal CSR and OCB (e.g., Jamali et al., 2020; Jones, 2010). However, this study is the first to test the complex set of relationships utilizing CSR reputation as a mediator rather than an independent variable. Furthermore, we specifically address how employees would respond to CSR participation requests from Chief Executive Officers. We have extended the CSR–OCB literature in four ways. The modeling of an OCB construct directed exclusively at CSR advocacy addresses calls from researchers for greater understanding of the mechanisms by which employees can communicate CSR values, policies, and activities (e.g., Edinger-Schons et al., 2019; Korschun et al., 2014; Morsing & Schultz, 2006; Schoeneborn et al., 2019). Likewise, our findings support and elaborate on the generic conceptual models

advanced by Bhattacharya et al. (2009) and Du et al. (2010). Their models conceptualized CSR activities leading to desired organizational outcomes in broad terms. Our study operationalizes such conceptual models through the investigation of specific benefits related to CSR participation. Third, the inclusion of CSR reputation as a novel mediating influence illustrates alternate pathways to CSR advocacy. In addition, two scenario-based experiments that utilize the application of a focal referent in the experimental scenario add to the credibility of causal findings lacking in correlational studies.

An increasing number of studies have reported a positive relationship between internal CSR directed at employees and OCB (e.g., Farooq et al., 2014; Jamali et al., 2020; Jones, 2010). Most studies that have examined the causal impacts on employee OCB rely on CSR perceptions as the primary antecedent (e.g., Afsar & Umrani, 2020; Cheema et al., 2020; Newman et al., 2016). However, we support previous studies that found a positive relationship between self-oriented and other-oriented benefits and OCB (e.g., Bowler & Brass, 2006; Ehrhart & Naumann, 2004; Grant, 2008; Michel, 2017). In turn, we extend this literature in three ways. First, we extend the handful of studies that have jointly investigated self- and other-oriented benefits (e.g., Jain, 2016; Michel, 2017). Second, we provide a clear conceptual distinction between self- and other-oriented benefits

that can mask the determining influence on OCB (e.g., Bode & Singh, 2018; Jain, 2016). Likewise, scholars have included aspects of self- or other orientation in a broader measure of benefits (e.g., Ainsworth, 2020; Kim et al., 2020; Koch et al., 2019), which makes understanding of the true causal influence problematic. In our study, we can clearly delineate the determining influences of self-orientation versus other orientation. Third, we have extended the study by Michel (2017), which was similar in approach to our study. However, the author used single-item measures for independent and dependent variables in a correlational study. In addition, in Michel's (2017) study, the dependent variable reflected non-CSR advocacy behaviors. Our findings corroborate the work of Michel (2017) who found a strong influence from both self-interest and prosocial motives accounting for a large variance in OCB (Loyalty).

In our research, the strength of total effects derived from each benefit varied between the two studies. However, the effects from both benefits were consistent in terms of being significant, substantial, and positive. Furthermore, both hedonic value and perceived community value played a significant role to influence CSR advocacy. In turn, the role of CSR reputation as a mediating influence was substantial. This significant mediating role supports the conceptual work of Bhattacharya et al. (2009). However, we can report, for the first time, that the pathways differ. We had envisaged that CSR reputation would be fully influenced through the reciprocation mechanism of SET. It now appears that reciprocation of perceived task rewards on a cognitive evaluation of firm CSR performance depends upon the nature of the perceived benefit. The effectiveness of a self-interested benefit may also be reflected in other general self-interests of the individual. It would be consistent if individuals responding to self-interest benefits also displayed the same attitude to others, including the organization. Accordingly, individuals responding to a self-interest benefit may care less about the performance of the firm.

In contrast, an other-oriented benefit implies a caring interest in other entities, including the organization the person works for. However, this rationale only works if one can explain the direct influence of hedonic value on CSR advocacy, as the latter is a citizenship behavior after all. The issue becomes a question of why employees undertake citizenship behaviors, such as CSR advocacy. One reason is that employees responding to a hedonic value benefit are not discussing the CSR participation activity as a purely altruistic activity but merely discussing with colleagues the "fun" they might have during a CSR activity. The implication here is that we cannot assume any aspect of CSR behavior or discourse will reflect an act of altruism. Employees could be encouraging their colleagues to take part in firm-initiated CSR activities because it will be fun, without even mentioning any altruistic benefit.

5.2 | Practical implications

A number of practical implications are evident from the findings in these two studies. Our findings support the views of authors who suggest that employees will engage in CSR communication, given

favorable circumstances (e.g., Edinger-Schons et al., 2019; Vlachos et al., 2010; Zhao et al., 2019). Our results indicate that employees will communicate to co-workers about their firm's CSR actions, when they perceive salient benefits from anticipated involvement in a CSR campaign. This finding should encourage managers to communicate such benefits to employees when soliciting volunteers for CSR projects arranged within the firm. Salient messaging is critical because Slack et al. (2015) reported that a lack of communication was the greatest obstacle to greater CSR involvement by employees. At the same time, such communication of the benefits available through CSR participation can heighten interest in CSR participation. We further found that the effects from perceived community value and hedonic value both demonstrated substantial effects, which suggests that CSR programs can be tailored to suit particular individuals. Our findings also suggest that while scholars advocate for genuine, interactive, two-way dialogues be established to communicate CSR-related information (e.g., Burchell & Cook, 2006; Morsing & Schultz, 2006), there is scope for more than a desired two-way communication. Co-worker-directed CSR advocacy is not limited to two-way dialogues. Communications may be exchanged between line managers and employees or between employees themselves. Group discussions provide opportunities for CSR advocacy behaviors to flourish.

These findings also provide an opportunity for managers who recognize the heterogeneity in employee attitudes but are unsure as to how to engage employees not keen on direct CSR involvement per se. We recognize that some employees will be indifferent when asked to participate in a firm's CSR activity (Zhao et al., 2019). If the recruitment of employees for CSR projects is not properly managed, resentment may build as employees are drawn away from perceived tasks that are essential or more desired. Participation in any extra-role activity, including CSR activities, may be most unwelcome. However, such disinclined employees may be willing to talk about their firm's activities with co-workers even if they do not wish to personally take part in a day at the beach cleaning up plastic waste.

Implications for CSR policy within organizations and between organizations and external partners are evident. First, senior management should create policies that generate opportunities for stakeholders to be involved in a range of salient beneficial activities (Burchell & Cook, 2006; Greenwood, 2007; O'Riordan & Fairbrass, 2014). Evaluating and selecting particular CSR strategies should be a key goal of management (Su & Swanson, 2019). The paper also highlights the need for internal marketing communications to be mindful of the effect that such messaging has on CSR perceptions and consequently CSR-related behaviors. In addition, greater coordination between departments within an organization will also assist in achieving a consistent CSR message that appeals to relevant segments of the workforce. At the same time, policies directed at involving external partners could encourage the development of short-term CSR participation activities that match employee needs.

Furthermore, we found in study 1 that the control variable of level of care or interest in CSR did not play a moderating role. Likewise,

post hoc tests for age and gender revealed stable relationships. These findings support the view that carefully selected CSR strategies that evoke particular benefits can be universal. Accordingly, the results of this study suggest that both hedonic value and perceived community value, as drivers of CSR advocacy, will likely transfer to other cultures. Global companies and NGOs can develop CSR policies and programs with core attributes that appeal to a wide audience of employees, regardless of demographic differences and interests in CSR.

5.3 | Limitations and future research

Several limitations were recognized during the conduct and reporting of studies in this paper. Cross-sectional studies are relatively quick and inexpensive to conduct but have weaknesses, especially in relation to causal inferences. This weakness in causality can be minimized through longitudinal studies, or experimental design. In addition, multiple studies of the same phenomenon at different points of time and contexts can add to the credibility of results. It is unknown whether the employee's workplace had a culture of undertaking corporate social responsibility activities. Again, we attempted to overcome this issue by framing the stimulus material to accommodate workplaces with both high and low levels of CSR practices. We anticipated that social desirability bias would be present in any study requiring respondents to self-report on their own behaviors. While this issue is of lesser concern when comparing the effects of the two independent variables, we acknowledge that self-reports of organizational outcomes may be biased. We could expect that self-reports of employee behaviors in relation to customer-directed CSR advocacy to be overestimated. All these issues are germane to CSR studies and offer further opportunities for future research. Two independent variables were tested in this paper and other CSR activities/motives/benefits form a natural extension. For instance, CSR activities eliciting the development of new and desirable skill sets or networking opportunities for employees could be tested. CSR activities that are popular with managers provide scope for testing meaningful relationships. Theoretically, there is wide scope for future modeling to include a range of proximate CSR-related organizational outcome variables, together with the less proximate but equally desirable outcomes, such as meaningful work, affective commitment, or turnover intentions. Finally, we endorse the calls from scholars to undertake more studies using an experimental design to provide a closer focus on cause and effects within the CSR paradigm.

PEER REVIEW

The peer review history for this article is available at <https://publons.com/publon/10.1111/beer.12404>.

DATA AVAILABILITY STATEMENT

Data available on particular request.

ORCID

Rojanasak Chomvilailuk  <https://orcid.org/0000-0002-7704-0399>

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AUTHOR BIOGRAPHIES

Rojanasak Chomvilailuk holds a PhD from Charles Sturt University, Australia and is an assistant professor in the School of Business at the University of the Thai Chamber of Commerce. Dr Chomvilailuk's research interest areas include CSR, Impulse Buying, Brand Building and Branding Strategy, Destination Marketing, and Digital Marketing.

Ken Butcher is a Senior Lecturer (Research) with the School of Management at Mae Fah Luang University in Chiang Rai, Thailand. His research interests include stakeholder reactions to CSR activities, wellness tourism, stakeholder attendance at MICE events and community tourism.

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