

ORIGINAL ARTICLE

Employee perceptions of corporate social responsibility: Effects on pride, embeddedness, and turnover

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Abstract

We examined socioemotional microfoundations of perceived corporate social responsibility (CSR) and posited that employees' perceived CSR triggers a perception-emotion-attitude-behavior sequence. Drawing from appraisal theory of emotion, we hypothesized that perceived CSR relates to emotions (i.e., organizational pride), which relate to job attitudes (i.e., organizational embeddedness) that in turn relate to job behaviors (i.e., decreased turnover). To test this model, we conducted a multistudy investigation involving different samples, designs, and data-analytic methods. In Study 1, we conducted an experiment and found that participants who envisioned working in a firm that was active regarding CSR activities reported greater pride and organizational embeddedness. We then conducted two field studies using a nonmanagerial sample (Study 2) and a managerial sample (Study 3) and found that participants' perceived CSR was positively related to their pride, which in turn was related to stronger organizational embeddedness. Stronger organizational embeddedness was related to lower turnover 6 months later in Study 2 but not in Study 3. In Study 4, we conducted a longitudinal four-wave 14-month study to test the proposed relationships from a within-person conceptualization, and the results were also supportive. Thus, the proposed perception-emotion-attitude-behavior framework received broad support and illustrated that stronger microfoundations of CSR research could be constructed through understanding employees' emotional, attitudinal, and behavioral reactions to their perceptions of their employers' CSR.

1 | INTRODUCTION

Corporate social responsibility (CSR) is broadly defined as corporate policies and actions that go beyond the organization's economic interest and aim to affect stakeholders positively (Turker, 2009a). CSR has received significant research attention (Aguinis & Glavas, 2012, 2013; Gond, Akremi, Sawen, & Babu, 2017), which is not surprising because many organizations incorporate it as a core strategic component (Bansal, 2005; Wang & Bansal, 2012). The increased

number of corporate scandals and societal concern over firms' actions has also sparked research and managerial interest in CSR. Its importance is also evident in findings that CSR has positive effects on many organizational outcomes, including financial performance (Orlitzky, Schmidt, & Rynes, 2003), reputation (Bansal & Clelland, 2004; Brammer & Pavelin, 2006), institutional investment (Graves & Waddock, 1994), and consumer loyalty (Deng & Xu, 2017; Park, Kim, & Kwon, 2017).

Despite the growing number of studies on CSR, most research has primarily focused on the macro level of analysis (Aguinis & Glavas, 2012; Bansal & Roth, 2000; McWilliams & Siegel, 2000). However, as in other domains involving the behavior of people in organizations (Foss & Pedersen, 2016), there is a strong need to understand the microfoundations of CSR for theory development. In brief, microfoundations are examined in research aiming at unpacking the "black box" or mediational processes in strategic management research by incorporating insights from organizational behavior, human resource management, and applied psychology (OB/HRM/IO; e.g., Bridoux & Stoelhorst, 2014; H2elfat & Peteraf, 2015).

Recent reviews of the CSR literature indeed concluded that there is a need for additional empirical research aimed at understanding the microfoundations of CSR (e.g., Aguinis & Glavas, 2017; Gond et al., 2017; Morgeson, Aguinis, Waldman, & Siegel, 2013). For instance, Aguinis and Glavas (2012) identified only five empirical papers since 1970 that focused on the impact of CSR on employees. In addition, these authors noted that the "CSR literature thus far has been much more focused on predictors, outcomes, and moderators than on *mediators* [italics added]." Gond et al. (2017, p. 226) similarly noted that "ignoring CSR evaluation processes might limit insights into how people experience CSR, cognitively and emotionally, yet these experiences can influence whether and how CSR initiatives produce effects."

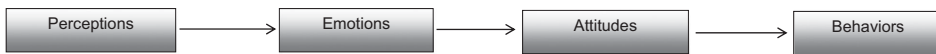
One important way to build the microfoundations of CSR is to understand employee perceptions of CSR. Perceived CSR reflects how employees view the summed CSR activities in which their organizations have participated. It captures how employees perceive their firm's CSR efforts, rather than objective CSR from a firm's perspective. Although both objective and perceived CSR are important and perceived CSR is built upon objective CSR, perceived CSR is a more proximal predictor of individuals' immediate reactions, which are the key to understanding the microfoundations of CSR research. If employees are not aware of the firm's CSR practices or do not perceive an action to be a form of CSR, then it is not meaningful to address their intrapsychic reactions (Glavas & Godwin, 2013; Morgeson et al., 2013; Rupp, Shao, Thornton, & Skarlicki, 2013). Thus, perceived CSR shapes employees' emotions, attitudes, and behavior targeted at the organization. As Akremi, Gond, Swaen, De Roeck, and Igalens (2018, p. 621) highlighted, employees, "as members of a corporation, are concerned about, contribute to, perceive, evaluate, and react to their firm's CSR activities." Supporting our focus on perceived CSR, Valentine and colleagues (Valentine & Fleischman, 2008; Valentine & Godkin, 2016) found that although objective CSR, such as presence of an ethics code and hours of ethics training, and employees' perceptions CSR are moderately correlated (ranged from .11 to .68), perceived CSR consistently outperforms objective CSR as a predictor of multiple work outcomes such as job satisfaction and turnover intentions.

2 | THE PRESENT MULTISTUDY INVESTIGATION

Drawing from appraisal theory of emotion (Lazarus, 1991; Scherer, Schorr, & Johnstone, 2001), we designed four studies to understand the relationship between perceived CSR and employee outcomes, thereby enhancing our understanding of the socioemotional microfoundations of CSR. As shown in the top portion of Figure 1, our overarching conceptual framework is that a perception-emotion-attitude-behavior sequence allows us to unpack individual-level mediational processes by incorporating insights from OB/HRM/IO. The general model posits that perceived CSR leads employees to experience emotions. These emotional responses then trigger job attitudes. Finally, job attitudes result in job behaviors.

Specifically, we link perceived CSR to the emotion of *organizational pride*, the attitude of *organizational embeddedness* (OE), and the behavior of *turnover*. First, employee emotions are likely the most direct, immediate responses after witnessing a firm's behavior (Weiss & Cropanzano, 1996) and thus represent the central reasons why perceived CSR can

GENERAL THEORETICAL MODEL:



SPECIFIC EXEMPLAR CONSTRUCTS EXAMINED IN THE PRESENT INVESTIGATION:

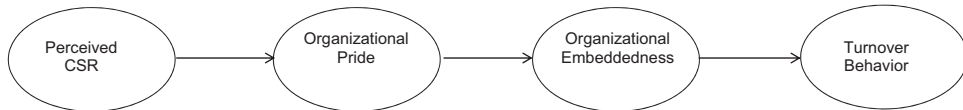


FIGURE 1 Proposed model of socioemotional microfoundations of corporate social responsibility (CSR)

affect individual-level outcomes. Although there are many possible emotions to consider, we focus on organizational pride in particular because of individuals' tendency to be cognizant of cues that make them feel good about themselves or about the groups to which they belong (Swann, Griffin, Predmore, & Gaines, 1987; Swann, Pelham, & Krull, 1989). Self-enhancement is one of the most fundamental goals of human existence (Allport, 1937; McDougall, 1933). The underlying premise is the "pleasure principle," that positive views of oneself and one's group memberships are universally and hedonically preferred. Consequently, individuals as hedonic beings are sensitive to the positive information about their organizations (Pfeffer & Fong, 2005; Wells, 2001) and are likely to actively look for cues of organizational pride. CSR conveys these positive cues to employees, facilitating their development of organizational pride.

We chose OE as an exemplar job attitude construct because it captures a long-term psychological bond that is often based on a constellation of cumulated positive experiences with the organization (Crossley, Bennett, Jex, & Burnfield, 2007). This gestalt focus of OE makes it especially relevant because positive emotions as a result of strong perceived CSR might seep into every corner of an employment relationship, and OE collectively captures the global feelings of attachment to an organization (Feldman & Ng, 2007; Ng & Feldman, 2012). This broad focus of OE helps explain how very specific emotional experiences are gradually translated into functional job behavior that ultimately affects organizational outcomes. Specifically related to pride, this emotion can generate many reasons for individuals to develop stronger attachment (Fischer & Manstead, 2008), such as favorable feelings about the organization's goals, management philosophies, status and image, and management team (Branscombe, Spears, Ellemers, & Doosje, 2002; Tyler & Blade, 2000). So et al. (2015) also suggested that pride emerges out of a "social connection" appraisal. OE captures these diverse positive feelings as a global sense of being psychologically bonded with the organization. Thus, OE is distinct from other constructs (e.g., affective commitment), as it represents a broader construct that assesses the extent to which people feel attached regardless of why they feel that way (Crossley et al., 2007).

Finally, we chose employee turnover as the exemplar-dependent variable because it affects many firm-level policies, initiatives, and outcomes. First, high employee turnover undermines organizational performance (Hom, Lee, Shaw, & Hausknecht, 2017; Huselid, 1995; Kacmar, Andrews, Van Rooy, Steilberg, & Cerrone, 2006; Park & Shaw, 2013). If employees' perceived CSR reduces turnover, then the importance of a firm's social performance becomes readily apparent (Bansal, 2005; Wang & Bansal, 2012). Second, whether employees stay with organizations that are deemed as socially responsible is a salient feedback cue for managers to adjust and redesign their social initiatives. If these initiatives do not motivate internal stakeholders (e.g., employees, managers) to stay, it may indicate that those initiatives are unlikely to be valuable to other stakeholders. Third, many social initiatives require employee participation (e.g., employee volunteerism, employee communication with local and personal ties; Jones, 2010). The question of whether perceived CSR lowers employee turnover thus has practical implications: an organization that has sizable plans to enhance their social initiatives but does not have the corresponding human resources to materialize those plans may ultimately have to reduce or even retrench them.

In sum, although CSR is important in promoting sustainable firm performance, there is a need to understand the microfoundations of CSR, which in turn requires a better understanding of the underlying effects of perceived CSR on

employees (Akremi et al., 2018). The perception-emotion-attitude-behavior model we examine in our studies unravels the progressive stages of intrapsychic relations between variables that explain why broad perceptions of CSR are eventually related to important work outcomes.

3 | THEORETICAL BACKGROUND AND HYPOTHESES

3.1 | Cognitive appraisals of CSR

Appraisal theory of emotion (Frijda, 1986; Lazarus, 1991; Scherer et al., 2001) seeks to understand factors that determine a person's emotional experience from a cognitive perspective. Its main tenet is that the appraisal of an event, rather than the objective reality of the event itself, drives whether and why people experience certain emotions. In other words, the same stimuli can drive dramatically different emotional responses across different individuals. For example, an organization that donates a sizeable amount to the charity is an objectively positive event (Adams & Hardwick, 1998), but whether an employee feels pride, and how much pride, is filtered by how the employee interprets the event (Glavas & Godwin, 2013). Put differently, the cognitive appraisal of charitable donation, rather than charitable donation *per se*, serves as the determinant of emotional responses.

We similarly suggest that employees' emotional reactions to CSR are based on the cognitive appraisals of CSR rather than the objective level of CSR activities, which are often described in a company report, the company Web site, statements by the CEO to shareholders, or through other official channels. For cognitive appraisals to occur, appraisers must be aware of the stimuli (Lazarus & Folkman, 1984). However, employees might simply be unaware of certain CSR activities of their firms. For example, frontline employees of a multinational corporation might overlook their organization's CSR effort in a foreign country. Moreover, for the same CSR activity, different employees might appraise it differently, such as when employees do not consider certain activities to fall within the realm of CSR. For example, after a major scandal, an organization might increase its objective CSR efforts, but employees might cognitively categorize these as public relations, rather than CSR, efforts. Crucially, it is the appraisers' subjective perceptions of CSR, such as its nature, motives, and beneficiaries, that are mainly responsible for the appraisers' reactions (Aguinis & Glavas, 2017; Edwards, 2016; Glavas & Godwin, 2013; Glavas & Kelley, 2014; Habel, Schons, Alavi, & Wieseke, 2016; Sheel & Vohra, 2016). Consequently, when studying CSR from a micro as opposed to macro perspective, perceptions of CSR should be preferred over objective CSR (Akremi et al., 2018; Morgeson et al., 2013; Rupp et al., 2013). Corroborating these arguments, decades of research in social psychology has suggested that perceptions affect how one feels and reacts to an event more so than the objective reality (e.g., Clarkson, Hirt, Jia, & Alexander, 2010). Thus, adopting a cognitive appraisal perspective to study perceived CSR appears especially suitable.

Finally, researchers have acknowledged that emotional changes as a result of cognitive appraisals should eventually lead to attitudes and behaviors that are congruent with those emotions (Ballinger & Schoorman, 2007; Krantz, 1983). Emotions first directly lead to job attitudes (Brief & Weiss, 2002; Isen & Baron, 1991; Thoresen, Kaplan, Barsky, Warren, & de Chermont, 2003), which in turn affect job behavior (Harrison, Newman, & Roth, 2006). It is especially likely that emotions eventually trigger job behavior of the same valence: Positive emotions cultivate positive attitudes toward the target, thereby motivating positive or functional work behavior (Forgas & George, 2001; Weiss & Cropanzano, 1996). In brief, cognitive appraisal theory, as summarized in Figure 1, is the fundamental building block of a perception-emotion-attitude-behavior sequence that we advocate in our investigation.

3.2 | Perceived CSR and organizational pride

Organizational pride (hereafter "pride") refers to "the pleasure taken in being associated with one's employer" (Helm, 2013, p. 544). It captures "the extent to which individuals experience a sense of pleasure and self-respect arising from their organizational membership" (Jones, 2010, p. 859). Thus, pride emerges when employees are given cues and information that help them appraise their organizational membership in a positive light. As self-enhancement is a universally

endorsed principle in humans (Swann et al., 1987, 1989), individuals are motivated to look for pride in their associated group memberships because pride can enhance their self-evaluation and signal higher social status to others (Shariff & Tracey, 2009; Zander, Fuller, & Armstrong, 1972).

Pride is regularly evoked in cognitive appraisals (Smith & Ellsworth, 1985; So et al., 2015) and thus is highly relevant in understanding reactions to CSR. That is, employees formulate perceptions of CSR to appraise whether they should feel positive about being associated with the organization. These evaluation processes are likely to be affirmative and therefore lead to pride because employees may see social initiatives as strong evidence of high capability and resourcefulness. Pride is enhanced when one feels that the organization is doing something beyond what average firms can do (Jones, Willness, & Madey, 2014; Tsachouridi & Nikandrou, 2016). Perceived CSR assures employees that the organization is willing and able to dedicate resources to serve its stakeholders' interests (Barnett, 2007; Godfrey, Merrill, & Hansen, 2009). Being associated with such a competent and responsible organization, therefore, is likely to elicit pride. As many employees today have strong ideological needs (Costas & Kärreman, 2013), such as wanting to make a positive impact on society (Aguinis & Glavas, 2017; Du, Bhattacharya, & Sen, 2015), efforts to construct pride through their employers' CSR are likely to be ubiquitous.

There are other positive symbolic cues that likely result from perceived CSR. Specifically, working for an organization that is seen as caring and considerate should also strengthen one's pride in organizational membership, as these management philosophies are socially valued and morally praiseworthy (Boezeman & Ellemers, 2008; De Roeck, Akremi, & Swaen, 2016). When perceived CSR is strong, employees should see strong evidence of kindness, morality, and selflessness on the part of the firm. For example, engaging in CSR suggests to employees that the organization values a caring and fair management approach (Jones, Willness, & Heller, 2016; Rupp et al., 2013; Thornton & Rupp, 2016). These important symbolic benefits should then lead to feelings of pride. As Bauman and Skitka (2012) noted, "discretionary activities that indicate a prosocial rather than an instrumental orientation have the potential to elicit attributions of morality, which can strengthen the social ties between individuals and the organization" (p. 64). Likewise, Roccas, Sagiv, Schwartz, Halevy, and Eidelson (2008) noted that group-based pride is built on the virtuousness of the group. Empirically, in a recruitment context, Jones et al. (2014) found that anticipatory pride mediated the effects of a firm's social performance and organizational attractiveness. As reported in the consumer behavior literature, high-CSR brands are more able to satisfy consumers' face concerns (Wan, Poon, & Yu, 2016) and enhance consumers' evaluations of the firm's identity attractiveness (Marin, Ruiz, & Rubio, 2009). These studies provide indirect evidence to suggest that pride is a likely emotional reaction to witnessing the organization's CSR. In sum,

Hypothesis 1: Greater perceived CSR is associated with greater employee pride in the organization.

3.3 | Pride and OE

OE is the extent to which employees are enmeshed with their employers (Crossley et al., 2007; Ng & Feldman, 2010). Three major forces are core to the original conceptualization of OE, including social links with people and activities at work, fit with the organization and the job, and sacrifice if the person leaves the organization (Mitchell, Holtom, & Lee, 2001; Mitchell, Holtom, Lee, Sablinski, & Erez, 2001). Crossley et al. (2007), however, contended that these three components did not capture all of the key reasons why OE develops over time. Rather, Crossley et al. (2007) postulated that perceptions of OE, as stable job attitudes, capture the overall sense of attachment to the organization irrespective of the underlying reasons. OE, thus, is a binding force that is not confined to any specific rationales such as those captured by affective, normative, and continuance commitment (Meyer, Allen, & Gellatly, 1990). Instead, it is an overall attitude that reflects the mixture of positive feelings toward the firm. For instance, meta-analytic results showed a correlation between OE and affective organizational commitment of .61 (Jiang, Liu, McKay, Lee, & Mitchell, 2012), suggesting that there is 63% of unique variance across these constructs (i.e., $.61^2 = .37$ and $1 - .37 = .63$).

The social psychology literature suggests that emotions form important bases for job attitudes (Lebowitz & Dovidio, 2015; Smith, Seger, & Mackie, 2007). Van Kleef (2009) similarly suggested that emotions tend to trigger an inferential process with downstream consequences on attitudes. We thus propose that pride is particularly likely to promote the

development of the job attitude of OE. Weiss and Cropanzano (1996) suggested that organization-targeted positive emotions were likely to positively filter employees' organization-directed attitudes. When employees are proud of the organization as a result of high perceived CSR, those intense positive feelings are likely to accumulate to create OE because organizational membership has become central to employees' self-conceptualization (Kraemer & Gouthier, 2014; Rosso, Dekas, & Wrzesniewski, 2010). Likewise, when employees are proud of their part in their organizations and assimilate the organization entity into their self-evaluations, they are more willing to stay to help the organization survive and prosper, as the well-being of the organization directly affects the well-being of the employee (Brickson, 2013). Thus, feeling proud provides a strong impetus for an employee to develop a strong bond with his or her organization (Helm, 2013; Kraemer & Gouthier, 2014).

Pride in an organization can also act as a buffer to absorb negative workplace experiences, further embedding the employee. Pride has been associated with many other positive personal feelings, such as feeling powerful, superior, and self-confident, which can favorably color how one sees the world (Tracey & Robins, 2007). As such, pride in an organization directs employees' attention to positive experiences in the employment relationship (Gouthier & Rhein, 2011) and creates a positive lens through which employees evaluate all of their workplace experiences. Pride also has a strong motivational function, particularly in promoting perseverance in the face of setbacks and adversity (Williams & DeSteno, 2008). This is important because the perseverance stemming from one's pride in his or her organization makes an employee willing to "tough out" negative situations or experiences at work, thereby creating an embedding force that keeps him or her tethered to the organization. In short,

Hypothesis 2: Greater employee pride in the organization is associated with greater OE.

3.4 | Downstream consequences on turnover

When employees are embedded as a result of pride, they are more likely to stay in the organization (Mitchell, Holtom, Lee, Sablinski, & Erez, 2001) so that they can continue to help it attain its goals. This mechanism is analogous to "facilitative action" (Cuddy, Fiske, & Glick, 2007, p. 633) as a result of the social emotions experienced (i.e., pride due to strengthened perceptions of CSR). More generally, OE is an intense psychological bond that attaches employees to their employers, becoming a stabilizing force that motivates an employee to hold onto the current job (Ng, 2016; Ng & Lucianetti, 2018). Crossley et al. (2007) reported that global perceptions of OE predicted turnover above and beyond objective forces of embeddedness. A meta-analysis (Jiang et al., 2012) likewise showed that embeddedness, whether operationalized as the three components proposed by Mitchell, Holtom, Lee, Sablinski, and Erez (2001) or as global perceptions proposed by Crossley et al. (2007), negatively predicted employees' voluntary exits. Thus,

Hypothesis 3: Greater OE is associated with a lower likelihood of turnover.

As summarized in Figure 1, we propose a serial mediation model of the effects of employees' perceived CSR on their turnover to help us elucidate socioemotional microfoundations of CSR. That is, perceived CSR lowers employee turnover because it enhances employees' pride, which then translates to strengthened OE that lowers the tendency to leave. This mediating process follows a more general perception-emotion-attitude-behavior sequence espoused by us and others (Frijda, Kuipers, & ter Schure, 1989; Lebowitz & Dovidio, 2015; Smith et al., 2007; Weiner, 1980; Weiss & Cropanzano, 1996). Thus, we also offer the following hypothesis regarding the downstream effects of perceived CSR on turnover:

Hypothesis 4: Perceived CSR is associated with lower employee turnover through the serial mediating effects of pride in the organization and OE.

4 | OVERVIEW OF THE MULTISTUDY INVESTIGATION

We conducted a multistudy investigation involving different samples, designs, and data analysis approaches. Our goal was to both establish causality (i.e., internal validity) and explore generalizability (i.e., external validity). Furthermore, following guidelines set by the Open Science Collaboration (Nosek et al., 2015), we sought to replicate our findings in different ways (e.g., using experimental and nonexperimental designs, varying organizational hierarchical positions of the participants, using both cross-sectional and longitudinal designs). Through this triangulation approach (Scandura & Williams, 2000), we can more firmly gather evidence for the proposed model.

In Study 1, we tested Hypotheses 1 and 2 in a U.S. sample with an experiment in which we manipulated CSR using vignettes. In Study 2, we collected field data from nonmanagerial employees in Hong Kong to test the proposed model. Study 3 replicated Study 2 using a managerial sample. Studies 1–3 adopted between-person designs. In contrast, within-person designs reveal “the extent to which domains covary over time within an individual” (Hoffman, 2007, p. 610). In fact, “many, perhaps even most, research questions in psychology and micro-organizational behavior are in reality within-person questions” (Dalal, Bhave, & Fiset, 2014, p. 1399). Thus, in Study 4 we conducted a four-wave, 14-month within-person investigation in Hong Kong.

5 | STUDY 1: METHOD

5.1 | Participants and procedure

We followed best-practice recommendations by Aguinis and Bradley (2014) to recruit a theoretically appropriate sample for conducting this experimental vignette study. In our context, the scenarios presented to the participants should be familiar to them. In other words, participants should have appraised, or at least be aware of, their organizations' CSR. To obtain such a relevant sample, we first recruited full-time employees from Qualtrics, a third-party online survey administration company in the United States (for a recent study using this same approach, see Yam, Christian, Wu, Liao, & Nai, 2018). We then prescreened participants with seven questions which asked whether they have worked for an organization that adopted CSR policies (such as an organization which contributed to campaigns and projects that promoted the well-being of the society; see the manipulation check below for the seven CSR policies captured). Participants who responded “no” to four or more questions were screened out, given that they might not be familiar with our CSR scenarios. Across 450 full-time employees who were initially contacted, 210 were eligible to participate ($M_{\text{age}} = 37.87$, 70% White, 63.3% female). Next, we randomly assigned participants to one of two experimental conditions. In both conditions, we asked participants to assume they were working in the organization described in the vignette. We then asked them to read the organization's mission statement, in which we manipulated the levels of CSR activities. After reading the mission statement, the participants completed survey measures of pride, OE, and manipulation checks.

5.2 | CSR manipulation

Following Rupp et al. (2013), we manipulated a firm's CSR using two different scenarios. In the high-CSR condition ($n = 105$), we described the firm as active in its CSR activities on a few dimensions, including respecting the environment, its external stakeholders, and the communities in which it did business. For instance, the firm was described as having supported 99% of employee volunteering initiatives, matched employees' donations to charity for up to \$10,000 per employee, set up a one-million dollar fund to finance a green foundation, and reinvested 20% of profits into local educational programs. In the low-CSR condition ($n = 105$), we described the firm with the same CSR dimensions and examples, except that the intensity was specified to be weak, such as having supported 10% of volunteering initiatives, matched employees' donation of \$50, set up a \$3,000 green fund, and reinvested .01% of profit into the community. Before administering the CSR manipulation to our main sample, we conducted a pilot study ($N = 49$) on Amazon

Mechanical Turk and results showed that the manipulation was in fact successful, using the same manipulation check items described later. We include the two scenarios in Appendix A.

5.3 | Measures

We measured all of the items using 5-point Likert scales, with anchors from 1 (*strongly disagree*) to 5 (*strongly agree*). Scale items used in this and all other studies are included in Appendix B.

5.3.1 | Pride

We measured pride with four items taken from Cable and Turban's (2003) and Helm's (2013) studies ($\alpha = .96$). A sample item is "I would feel proud to be an employee of this organization."

5.3.2 | OE

We measured OE with six items taken from Ng and Feldman (2012) ($\alpha = .93$). A sample item is "I would feel attached to this organization."

5.3.3 | Additional measures

To check whether our manipulation was successful, we asked the participants whether they believed that the described organization was likely to engage in CSR activities using a seven-item scale (Turker, 2009b; $\alpha = .94$). A sample item is "The organization that I read is likely to make investment to create a better life for future generations." To ensure that our manipulation did not spillover to affect other firm-level perceptions, we further asked participants to rate the firm's (a) innovation, (b) efficiency, (c) performance, (d) global presence, and (5) customer-centric culture.

6 | STUDY 1: RESULTS AND DISCUSSION

6.1 | Manipulation checks

As expected, the participants in the high-CSR condition rated the firm they read as engaging in more CSR activities ($M = 4.12$, $SD = .93$) than the participants in the low-CSR condition ($M = 3.77$, $SD = .95$) ($t_{(208)} = 2.69$, $p < .01$, $d = .37$). Moreover, there were no significant between-group differences between the high- and low-CSR subjects in the evaluation of the firm's (a) innovation, (b) efficiency, (c) performance, (d) global presence, and (e) customer-centric culture (all p 's $> .10$), suggesting that our manipulation did not spillover to affect subjects' perceptions of other dimensions of the firm.

6.2 | Tests of hypotheses

Participants in the high-CSR condition reported greater pride ($M = 3.98$, $SD = 1.10$) than participants in the low-CSR condition ($M = 3.61$, $SD = 1.21$) ($t_{(208)} = 2.31$, $p < .05$, $d = .32$). These results provided support for Hypothesis 1. We also found that participants in the high-CSR condition reported greater OE ($M = 3.71$, $SD = .94$) than participants in the low-CSR condition ($M = 3.27$, $SD = 1.01$) ($t_{(208)} = 3.29$, $p < .01$, $d = .45$). Pride, in turn, was positively related to OE ($r = .64$, $p < .01$), supporting Hypothesis 2. A mediation test showed that pride mediated the relationship between perceived CSR and OE (indirect effect = .19, $SE = .09$, 95% CI [.04, .39]).

6.3 | Discussion

Study 1 provided experimental evidence to support Hypotheses 1 and 2. Employees experienced higher levels of pride when perceptions of CSR were high, and greater pride, in turn, was associated with greater OE. Scandura and Williams

(2000) highlighted the importance of testing theories using both experimental (in a lab setting) and nonexperimental (in a field setting) data. We thus designed Study 2 to replicate our results in the field. In addition, we collected turnover data in Study 2 to test Hypotheses 3 and 4.

7 | STUDY 2: METHOD

7.1 | Participants and procedure

We collected data from 271 nonmanagerial employees. At Time 1, employees completed measures of perceived CSR, pride, and OE. Six months later (Time 2), employees provided data on turnover. We adopted the same procedure used in Butts, Becker, and Boswell (2015) and Panaccio and Vandenberghe (2012), and recruited 271 nonmanagerial employees from our personal and professional networks. We explained to them the general nature of the study but did not disclose any specific hypotheses and assured them of confidentiality.

Participants had the following sociodemographic background: most (95%) were less than 35 years old, with the majority (54%) between 25 and 30 years old; 62% were female; and 79% reported having tenure of 3 years or less. Example jobs included office assistant, translator, social worker, therapist, teacher, officer, and sales associate.

7.2 | Measures

7.2.1 | Perceived CSR

Perceived CSR was measured using a 7-item scale ($\alpha = .87$) from Turker (2009b). These items capture perceived CSR germane to society, natural environment, future generations, and NGOs. Turker (2009b) developed this scale through a standard scale validation process (Bagozzi, Yi, & Phillips, 1991), including initial item generation based on a comprehensive literature review, an open-ended exploratory survey, multiple focus group discussions to refine the items, pilot studies to select items, and validation surveys in a working sample to finalize the scale. She reported a reliability estimate of .89, and all items had factor loadings of .60 or above, demonstrating strong psychometric properties. This scale has also been used extensively in other empirical studies (Farooq, Payaud, Merunka, & Valette-Florence, 2014; Lin, Baruch, & Shih, 2012; Turker, 2009a; Wu, Kwan, Yim, Chiu, & He, 2015). A sample item is "This organization participates in activities which aim to protect and improve the quality of the natural environment." The scale options ranged from 1 (*not at all*) to 5 (*always*).

We gathered an additional small sample from our personal network ($N = 33$) and found that, first, our perceived CSR scale ($\alpha = .89$) was strongly correlated with Jones et al.'s (2014) 8-item scale ($\alpha = .91$) at .81 ($p < .05$), providing convergent validity evidence. Second, our perceived CSR scale predicted pride ($p < .01$) above and beyond affective organizational commitment, organizational identification, and positive mood, suggesting that perceived CSR did not just capture a positive attitude toward the organization that reflected their existing psychological attachment to the firm.¹

7.2.2 | Pride and OE

We used the same anchors for pride and OE: from 1 (*strongly disagree*) to 5 (*strongly agree*). As in Study 1, the four items for pride ($\alpha = .95$) were again taken from Cable and Turban's (2003) and Helm's (2013) studies. Similarly, we again measured OE with six items taken from Ng and Feldman (2012) ($\alpha = .88$).

7.2.3 | Voluntary turnover

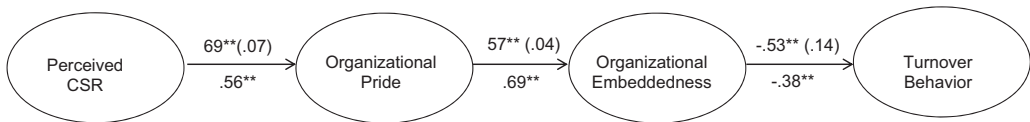
We asked respondents whether they had voluntarily exited the organization in the six months following the Time 1 survey and 9% had done so. We considered 6 months sufficient to examine variability in employees' exit, as it is a time-frame consistent with past turnover research (Allen & Shanock, 2013; Chau, Dahling, Levy, & Diefendorff, 2009).

TABLE 1 Means, standard deviations, and correlations among variables in Studies 2 and 3

Variable	1	2	3	4	Mean	SD
Study 2						
1. Perceived CSR (Time 1)	(.87)				3.29	.74
2. Pride (Time 1)	.53**	(.95)			3.27	.90
3. OE (Time 1)	.42**	.64**	(.88)		2.77	.76
4. Turnover (1 = no, 2 = yes, Time 2)	-.13*	-.22**	-.20**	-	1.09	.29
Study 3						
1. Perceived CSR (Time 1)	(.91)				3.39	.71
2. Pride (Time 1)	.55**	(.95)			3.41	.84
3. OE (Time 1)	.49**	.69**	(.90)		3.14	.82
4. Turnover (1 = no, 2 = yes, Time 2)	-.01	-.05	-.12	-	1.06	.23

Notes: $N = 271$ for Study 2 and $N = 214$ for Study 3; CSR = corporate social responsibility; OE = organizational embeddedness; internal consistency estimates are provided in the parentheses.

** $p < .01$; * $p < .05$.

**FIGURE 2** Standardized and unstandardized path estimates in Study 2

Notes: ** $p < .01$; $N = 271$; unstandardized coefficients and standard errors in parenthesis are above each path and the standardized coefficients are below each path; CSR = corporate social responsibility.

8 | STUDY 2: RESULTS AND DISCUSSION

8.1 | Preliminary analyses

Table 1 includes descriptive statistics. We first conducted confirmatory factor analyses to assess the fit of the measurement model. As shown in Table 2, the hypothesized three-factor model (perceived CSR, pride, and OE) had acceptable fit: TLI = .96, CFI = .96, RMSEA = .09. In addition, as shown in Table 2, this three-factor model had a superior fit compared with a model in which perceived CSR and pride were combined, a model in which perceived CSR and OE were combined, and a model in which pride and OE were combined. Model fit worsened for each of the three alternative measurement configurations, suggesting the constructs were empirically distinct.

8.2 | Tests of hypotheses

We conducted path analyses to test the entire proposed sequence using Mplus 8.1 (Muthén & Muthén, 2017). Because turnover is a categorical dependent variable, we used logistic regression to examine our hypotheses. Figure 2 shows the standardized path coefficients. Employees' perceived CSR was positively correlated with their pride ($\beta = .56$, $p < .01$). Hypothesis 1 was thus supported. Pride, in turn, was positively related to OE ($\beta = .69$, $p < .01$), supporting Hypothesis 2. OE, in turn, was negatively related to turnover six months later ($\beta = -.38$, $p < .01$), supporting Hypothesis 3. As turnover is a binary variable, the last coefficient was based on a logistic regression. The interpretation of this coefficient is that, for a one-unit increment in OE, the log odds of voluntary turnover decreases by .38. Next, we conducted a serial mediation analysis. The results showed that employee pride and OE significantly and serially mediated the effect

TABLE 2 Fit indices for models tested in Studies 2, 3, and 4

	χ^2	df	$\Delta\chi^2 / \Delta df$	TLI	CFI	RMSEA
Study 2						
Measurement model	344.85	116		.96	.96	.09
Measurement model – combining CSR and pride	1493.43	118	1148.58/2**	.74	.77	.21
Measurement model – combining CSR and OE	1108.06	118	763.21/2**	.81	.84	.18
Measurement model – combining pride and OE	642.53	118	297.68/2**	.90	.91	.13
Path analysis: Perceived CSR→pride→OE→turnover	6.36	3		.97	.98	.06
Controlling for organizational exchange quality	6.31	3		.98	.99	.06
Study 3						
Measurement model	329.27	116		.96	.97	.09
Measurement model – combining CSR and pride	881.32	118	552.05/2**	.88	.89	.17
Measurement model – combining CSR and OE	815.98	118	486.71/2**	.89	.90	.17
Measurement model – combining pride and OE	578.92	118	249.65/2**	.93	.94	.14
Path analysis: Perceived CSR→pride→OE→turnover	5.58	3		.97	.99	.06
Study 4						
Measurement model	2562.12	1137		.98	.99	.05
Measurement model – combining CSR and pride	6466.11	1158	3903.99/21**	.94	.94	.10
Measurement model – combining CSR and OE	5971.08	1158	3408.96/21**	.94	.95	.09
Measurement model – combining pride and OE	4290.45	1158	1728.33/21**	.96	.97	.08
Path analysis: Perceived CSR→pride→OE→turnover ^a	–	–		–	–	–
Controlling for trait positive affect ^a	–	–		–	–	–

Notes: χ^2 = chi-squared value; df = degree of freedom; Δ = change relative to the measurement model. TLI = Tucker-Lewis Index; CFI = comparative fit index; RMSEA = root mean squared error of approximation; CSR = corporate social responsibility; OE = organizational embeddedness.

^aFit indices are not available for a mixed-level model.

** $p < .01$.

of perceived CSR on their turnover (indirect effect = $-.15$, SE = $.04$, 95% CI [$-.23$, $-.07$]), supporting Hypothesis 4. Perceived CSR did not have a direct effect on turnover ($\beta = -.09$, $p = .42$) despite a significant zero-order correlation ($r = -.13$, $p < .05$), suggesting that its effect is indirect, partially via our proposed pride-OE mechanism.

In addition to the main hypothesis testing, we also asked the focal employees' coworkers to provide ratings of the firms' CSR ($N = 271$). Coworkers' ratings of CSR ($\alpha = .89$) were positively related to focal employees' ratings ($r = .37$, $p < .01$). When we substituted focal employees' self-ratings of CSR with coworker ratings of CSR in the model,

perceived CSR was still positively related to employee pride ($\beta = .32, p < .01$). These findings suggest that (a) the correlation between employees' and coworkers' perceptions of CSR was not strong and (b) the effect of perceived CSR on pride was still evident even after we have removed the potential biases in self-ratings.

8.3 | Supplementary analyses

It is possible to argue that the abovementioned supportive results reflected employees' favorable perceptions of their organizations or employment relationships. For instance, employees who treated the employment relationship as a high-quality relational exchange might be more likely to believe that the firm engaged in a high level of CSR, more likely to report pride and OE, and less likely to leave the organization. To investigate this possibility, we included employees' perceptions of organizational exchange quality, or whether employees perceived their relationship with the organization as being characterized by strong mutual trust and care (Colquitt, Baer, Long, & Halvorsen-Ganepola, 2014), as a control variable. We measured it with six items recommended by Colquitt et al. (2014) ($\alpha = .87$) at Time 1 (items are included in Appendix B). A sample item is "I do not have to specify the exact conditions to know this organization will return a favor." This variable was specified to relate to each of the four main variables in the proposed model.

As shown in Table 2, the fit of this model was acceptable. More important, we observed that the pattern of statistically significant findings reported earlier was unchanged. Each of the proposed links remained statistically significant, including the perceived CSR-pride link ($\beta = .34, p < .01$), the pride-OE link ($\beta = .48, p < .01$), the OE-turnover link ($\beta = -.47, p < .01$), and the entire serial mediation effect (indirect effect = $-.08, SE = .03, 95\% CI [-.13, -.02]$). These results suggest that our findings were not confounded by employees' favorable perceptions of the organization or the employment relationship.

8.4 | Discussion

Study 2 provided support for all four hypotheses. Specifically, employees reported greater pride when they worked for organizations that were perceived as engaging in more CSR; pride was positively related to OE, and these two variables serially mediated the link between perceived CSR and subsequent turnover. Study 2 involved nonmanagerial employees because managerial and nonmanagerial employees could develop different perceptions of a firm's CSR (Sheel & Vohra, 2016). Therefore, we designed and conducted Study 3 in an attempt to replicate our findings with a managerial sample.

9 | STUDY 3: METHOD

9.1 | Participants and procedure

We collected data from 214 managers. Similar to Study 2, they completed measures of perceived CSR, pride, OE at Time 1 and reported turnover behavior 6 months later (Time 2). The 214 managers were recruited from the authors' contact networks, using a similar recruitment strategy to the one in Study 2. We explained the research goal to them and assured them of data confidentiality. The managers had the following sociodemographic characteristics: A majority (79%) was between 25 and 35 years old, 52% were female, and 47% had worked for their organizations for 3 years or less. Examples of occupations included accounting, law enforcement, social work, nursing, education, counseling, consulting, and engineering.

9.2 | Measures

We used the same measures as in Study 2: perceived CSR ($\alpha = .91$), pride ($\alpha = .95$), and OE ($\alpha = .90$) were measured at Time 1, whereas turnover behavior was measured at Time 2 (a total of 6% of managers had exited their organizations at that time).

10 | STUDY 3: RESULTS AND DISCUSSION

10.1 | Preliminary analyses

Table 1 includes descriptive statistics for all variables, and Table 2 includes fit indices. Confirmatory factor analyses showed that the three-factor measurement model had acceptable fit: TLI = .96, CFI = .97, RMSEA = .09. In addition, as shown in Table 2, this three-factor model had a superior fit compared to models in which each pair of the study variables was alternately combined, suggesting that our constructs were empirically distinct.

10.2 | Tests of hypotheses

As shown in Figure 3, managers' perceived CSR was positively correlated with their pride ($\beta = .59, p < .01$), which in turn was positively related to their OE ($\beta = .75, p < .01$). Hypotheses 1 and 2 were thus supported but Hypothesis 3 was not supported, as OE was not significantly related to turnover ($\beta = -.23, p = .09$). Finally, when we examined the entire chain of variables, the serial indirect effect of employees' perceived CSR on their turnover via their pride, and OE was not statistically significant at the traditional .05 level (indirect effect = $-.10$, SE = $.06$, 95% CI [$-.23, .02$]). As in Study 2, perceived CSR did not have a direct effect on turnover ($\beta = .09, p = .57$).

Finally, to remove concerns about the use of only self-ratings, we asked the managers' subordinates to provide ratings of the firm's CSR ($N = 214$). First, we found that subordinates' ratings of CSR ($\alpha = .89$) were positively associated with managers' ratings ($r = .33, p < .01$). Second, when we used subordinate ratings of CSR instead of managers' self-ratings of CSR in the testing model, we found that CSR remained positively associated with pride ($\beta = .23, p < .01$). As in Study 2, then, the correlation between managers' and subordinates' perceptions of CSR was not strong. In addition, the effect of perceived CSR on pride was present regardless of the source of CSR ratings.

10.3 | Discussion

Study 3 extended Study 2 and provided additional support for the proposed relationships among perceived CSR, pride, and OE in a managerial sample. However, OE did not significantly predict turnover in this sample. Both Studies 2 and 3 used a between-person design. Alternatively, in Study 4 we conducted a four-wave, 14-month investigation in Hong Kong to test our serial mediation model in a within-person context. For instance, when employees see an especially high level of CSR, do they also report a level of pride that is higher than their within-person average? A within-person design allowed us to address whether or not such within-person fluctuations in perceived CSR relate to within-person fluctuations in outcomes. In addition, we used Study 4 to address the limitation of common method variance in Studies 2 and 3, as the focal variables except turnover were collected at the same time point in those two studies. The longitudinal design in Study 4 allowed us to strengthen our causal inferences through testing a time-lagged model.

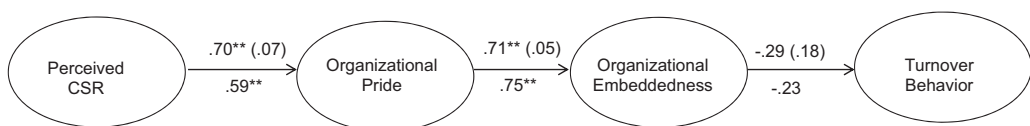


FIGURE 3 Standardized and unstandardized path estimates in Study 3

Notes: ** $p < .01$; $N = 214$; unstandardized coefficients and standard errors in parenthesis are above each path and the standardized coefficients are below each path; CSR = corporate social responsibility.

11 | STUDY 4: METHOD

11.1 | Participants and procedure

We collected longitudinal data from 470 employees in a four-wave research project that spanned over 14 months. The alumni office of a university in Hong Kong contacted these employees on our behalf and invited them to participate. In the first three waves, we collected repeated measures of perceived CSR, pride, and OE. Based on previous studies that used similar intervals (Schaubroeck, Peng, & Hannah, 2013; Volmer, Niessen, Spurk, Linz, & Abele, 2011), we expected to observe variability in the perception-emotion-attitude-behavior sequence. Six months after Time 3, we contacted the respondents again and asked about their turnover.

We received 729 responses out of 2,000 invitations at Time 1. We then received 646 and 549 responses 4 and 8 months later (Times 2 and 3), respectively. Finally, 6 months after Time 3 (and 14 months after Time 1), we received 470 responses on turnover. The overall response rate across the four waves was 24%.

Between Times 1 and 3, we dropped those participants who indicated they had changed jobs. Next, we matched the four waves of data and compared the sociodemographic backgrounds of the respondents and nonrespondents (that is, those who did not respond after Wave 1). Based on a nonresponse bias analysis (Rogelberg & Stanton, 2007), we found no differences in age, gender, job tenure, and job level (all p 's > .10). In addition, respondents and nonrespondents had the same level of perceived CSR and pride. However, the two groups differed in their organizational tenure and Wave 1 OE, with nonrespondents reporting shorter organizational tenure and lower level of OE.

The mean age in the final sample was 27 years old, and 57% of the sample was female. The mean organizational tenure was 2.4 years and the mean job tenure was 1.7 years. Overall, 28% of participants reported that they had managerial responsibilities. Participants' jobs included highly skilled positions such as teachers, information technology professionals, lawyers, consultants, government officials, doctors, and engineers.

11.2 | Measures

We measured all variables except turnover three times, using the same scales as in Studies 2 and 3: Perceived CSR ($\alpha = .92, .91, \text{ and } .94$), pride ($\alpha = .95, .94, \text{ and } .95$), and OE ($\alpha = .89, .89, \text{ and } .92$). We collected turnover data by asking the respondents whether they had voluntarily exited the organization in the six months following the Time 3 survey and 8% had done so.

12 | STUDY 4: RESULTS AND DISCUSSION

12.1 | Preliminary analyses

Table 3 includes descriptive statistics. The measurement model, which contains all nine variables (perceived CSR at Times 1, 2, and 3, pride at Times 1, 2, and 3, and OE at Times 1, 2, and 3), had a strong fit: TLI = .98, CFI = .99, RMSEA = .05 (see Table 2). This model had a better fit compared to each of the other models in which the variables were alternately combined.

Given the nested nature of our data (470 individuals, each reported three waves of data), we conducted a multi-level path analysis to test the proposed effects. Perceived CSR, pride, and OE were treated as within-person variables, whereas turnover behavior was treated as a between-person variable. We centered individuals' scores on perceived CSR, pride, and OE around their own means so that data represented one's deviation from one's own average. We used Mplus 8.1 for all analyses.

12.2 | Tests of hypotheses

Figure 4 shows the standardized path estimates. Within individuals, perceived CSR was positively related to pride ($\beta = .26, p < .01$), which in turn was positively related to OE ($\beta = .42, p < .01$). Finally, OE was negatively related to

TABLE 3 Means, standard deviations, and correlations among variables in Study 4

Variable	1	2	3	4	5	6	7	8	9	10
1. Perceived CSR (T1)	(.92)									
2. Perceived CSR (T2)	.72**	(.91)								
3. Perceived CSR (T3)	.71**	.73**	(.94)							
4. Pride (T1)	.38**	.32**	.33**	(.95)						
5. Pride (T2)	.34**	.35**	.40**	.75**	(.94)					
6. Pride (T3)	.29**	.30**	.43**	.65**	.75**	(.95)				
7. OE (T1)	.32**	.28**	.32**	.56**	.50**	.47**	(.89)			
8. OE (T2)	.28**	.33**	.39**	.47**	.61**	.56**	.67**	(.89)		
9. OE (T3)	.27**	.29**	.41**	.42**	.52**	.67**	.64**	.74**	(.92)	
10. Turnover	-.07	-.10*	-.10*	-.08	-.11*	-.14**	-.11*	-.18**	-.21**	-
Mean	3.00	2.89	2.92	3.49	3.41	3.36	2.96	2.89	2.93	1.08
SD	.96	.93	.98	.81	.82	.87	.80	.81	.89	.27

Notes: N = 470; CSR = corporate social responsibility; OE = organizational embeddedness; T1 = Time 1; T2 = Time 2; T3 = Time 3; internal consistency estimates are provided in the parentheses.

**p < .01; *p < .05.

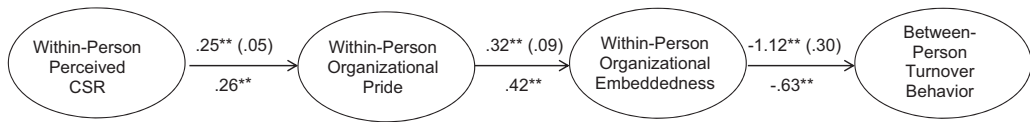


FIGURE 4 Standardized and unstandardized path estimates in Study 4

Notes: **p < .01; N = 470; unstandardized coefficients and standard errors in parenthesis are above each path and the standardized coefficients are below each path; CSR = corporate social responsibility.

turnover ($\beta = -.63, p < .01$). Thus, Hypotheses 1–3 were all supported. A mediation test showed that the serial mediation effects of pride and OE in the relationship between perceived CSR and turnover was statistically significant (indirect effect = $-.09, SE = .04, 95\% CI [-.17, -.01]$), supporting Hypothesis 4. As in Studies 2 and 3, perceived CSR did not have a direct effect on turnover ($\beta = .003, p = .99$).

12.3 | Supplementary analyses

We conducted two supplementary analyses. First, it could be argued that individuals who had greater trait positive affect were more likely to see their employers' CSR in a positive light because trait positive affect reflects one's general level of pleasurable engagement with the environment (Watson, 1988, 2000). Thus, to more rigorously test our proposed model, we first measured respondents' trait positive affect at Time 1 using Watson, Clark, and Tellegen's (1988) 10-item scale ($\alpha = .91$) and then included it as a between-person control variable by specifying it to be related to each of the four main variables in the proposed model (items are in Appendix B). We observed that the pattern of findings reported above remained unchanged. That is, within individuals, perceived CSR was positively related to pride ($\beta = .34, p < .01$), which was in turn related to OE ($\beta = .56, p < .01$). Finally, OE was negatively related to turnover even after controlling for trait positive affect ($\beta = -.73, p < .01$). The entire serial mediation effect was significant (indirect effect = $-.11, SE = .05, 95\% CI [-.20, -.02]$). These results suggest that our findings were not a function of employees' stable tendency to experience positive mood.

Second, the longitudinal data allowed us to probe the causal effects through controlling for the effects of the same variables at the previous time points so that the predictor variables' effects would not be confounded by their

existing levels. Baseline measures represent a stringent set of control variables, because controlling for them essentially removes all preexisting between-person differences among these variables (Bernerth & Aguinis, 2016; Neumeier, Brook, Ditchburn, & Sckopke, 2017; Van Gool, Kempen, Bosma, Van Eijk, & Van Boxtel, 2007). We also controlled for trait positive affect in this analysis. First, we found that perceived CSR at Time 1 positively affected pride at Time 2 ($\beta = .32, p < .01$) after controlling for the effects of pride at Time 1 and trait positive affect. Second, pride at Time 2 positively affected OE at Time 3 ($\beta = .25, p < .01$) after controlling for the effects of OE at Time 2 and trait positive affect. Finally, OE at Time 3 negatively predicted turnover at Time 4 ($\beta = -.43, p < .01$) after controlling for trait positive affect. The serial indirect effect of CSR (Time 1) on turnover (Time 4) via pride (Time 2) and then OE (Time 3) was likewise statistically significant (coefficient = $-.04, SE = .01, 95\% CI [-.06, -.01]$), after controlling for Time 1 pride, Time 2 OE, and trait positive affect. In sum, these additional results supported the proposed causal directions.

12.4 | Discussion

Study 4 provided longitudinal evidence to support the proposed model in a within-person context. Specifically, the proposed perceived CSR-pride-OE-turnover sequence was upheld within individuals. Furthermore, using lagged data, we showed that the proposed sequence was supported even after we had controlled for the mediators' baseline values.

13 | GENERAL DISCUSSION

13.1 | Contributions of the present research

This research contributes to CSR research by both extending the existent approaches to examining CSR and guiding future theory development in this area.

13.1.1 | Extending the existent approach

CSR studies often focus on objective CSR activities but not employees' perceptions of or reactions to those CSR activities. This omission is noteworthy because, if employees are not aware of a firm's CSR activities, then those activities are unlikely to affect employees' emotions, attitudes, and behaviors. As different individuals might develop different perceptions of a firm's CSR activities, there is likely to be a great deal of variability in their emotional, attitudinal, and behavioral reactions to the same CSR activities. This underscores the importance of examining perceptions of CSR (Akremi et al., 2018). The effects of perceptions of CSR on observers' emotions and behavioral decisions have been documented in other disciplines (e.g., consumer behavior; Chernev & Blair, 2015; Newman & Brucks, 2018), although empirical research on those effects on employees is still scant. We extend the current research paradigm by directing researchers' focus from firms' objective CSR to employees' perceptions of CSR.

We also extend prior studies through probing whether and why emotions are central components of the microfoundations of CSR. Although a few studies have used organization-directed attitudes such as organizational identification (e.g., Carmeli, Gilat, & Waldman, 2007), trust (e.g., Hansen, Dunford, Boss, Boss, & Angermeier, 2011), and commitment (e.g., Vlachos, Panagopoulos, & Rapp, 2014) as their mediating mechanisms to explain employee reactions to CSR, we contend that simply examining job attitudes is not sufficient. We thus build upon this work and make a value-added contribution by offering a perception-emotion-attitude-behavior framework, and suggest that employees first experience positive emotions when they witness their firms' CSR. For instance, our results highlight the important role of pride that emerged following perceived CSR. In fact, despite its importance, organizational pride has not received sufficient attention in organizational behavior research, in part because organizational pride is developed based on some extraordinary actions of a firm (Boezeman & Ellemers, 2008; Helm, 2013), and such extraordinary actions are not necessarily commonly observed. However, in the context of CSR, the emotion of pride is especially relevant because organizations that engage in CSR are likely to be seen as competent, responsible, considerate, caring, and moral. Pride, once developed, gives employees many psychological rewards (e.g., meaningfulness, esteem, excitement; Gouthier & Rhein,

2011; Kraemer & Gouthier, 2014), thereby strengthening the psychological bond between employees and employers, as we have shown. In brief, exploring the emotion of pride extends our understanding of why employees' reactions to perceptions of CSR are likely to be persistently positive.

We further extend the existent CSR research by incorporating felt embeddedness as a stable and influential outcome of perceived CSR. Results showed that OE is one plausible reason why perceived CSR resulted in favorable behavioral outcomes (lower turnover). Like Weiss and Cropanzano (1996), we argued that intense, positive emotions are likely to translate into favorable job attitudes that drive employees' behaviors. We also argued that OE is an important job attitude because it captures a stabilizing psychological force that ties individuals to their organization (Crossley et al., 2007; Ng & Feldman, 2013). Through tethering employees to their organizations, OE frames employees' perceptions of their organizations in functional ways that provide employees with purpose and direction to their jobs (Lee, Mitchell, Sablinski, Burton, & Holtom, 2004), binding an individual to a course of action specified within the terms of the employment relationship. Thus, OE is informative in explaining why perceived CSR is likely to result in positive job behavior.

Our results also extend CSR research by identifying perceived CSR as a novel predictor of turnover and its associated mechanisms in reducing employee turnover. In several major quantitative and qualitative reviews of the employee turnover literature (Griffeth, Hom, & Gaertner, 2000; Hausknecht, & Trevor, 2010; Holtom, Mitchell, Lee, & Eberly, 2008; Hom et al., 2017; Maertz & Griffeth, 2004; Shaw, 2011), perceived CSR has not been considered as an antecedent, in part because empirical research in this area is, to our knowledge, virtually nonexistent. Although researchers have advocated embeddedness as an effective way to retain employees, how embedding forces can be constructed proactively by managers is still poorly understood. Mitchell, Holtom, and Lee (2001) and Mitchell, Holtom, Lee, Sablinski, and Erez (2001) suggested that employees could be embedded through increased fit, links, and sacrifice. However, our results suggest that OE is affected by factors beyond these three components, such as perceived CSR (and the resulting emotional and attitudinal changes). Thus, our findings contribute to the CSR literature by showing that perceived CSR can strengthen employee embeddedness, which in turn lowers turnover behavior. That is, perceived CSR is a noteworthy antecedent of employee turnover.

13.1.2 | Guiding future theory development

Although there is an overall agreement that CSR is important in promoting sustainable firm performance, the micro-foundations (i.e., employee-level mediators) linking CSR with employee-relevant outcomes are still underexplored (Aguinis & Glavas, 2012, 2017). Our proposed perception-emotion-attitude-behavior sequence helps unpack the underlying mechanisms of the positive effects of CSR. This perception-emotion-attitude-behavior framework can guide researchers to develop models that examine the effects of different perceptions of CSR (e.g., CSR breadth, effectiveness, and downsides) on different emotions, attitudes, and behaviors. Although our framework is sufficiently general to accommodate different perceptions, emotions, attitudes, and behaviors, it highlights the important roles of perceived CSR, pride, OE, and turnover. Specifically, our results demonstrate that perceived CSR is indirectly related to employee turnover, which is one of the most important behavioral outcomes that has direct implications for organizational performance (Huselid, 1995; Kacmar et al., 2006; Park & Shaw, 2013). By supporting a serial mediation model linking perceived CSR to employee turnover, we offer empirical support and theoretical insights into why CSR is often beneficial for organizations at the macro level. The major reason we examined is that employees feel proud following their perceptions of CSR. Pride, in turn, becomes OE, which in turn motivates them to stay longer with the organization.

We also demonstrate to researchers the strengths of broadening methodological approaches in this area. Specifically, we conducted a multistudy investigation that tested the proposed socioemotional microfoundations model of CSR using different samples, designs, and data-analytic methods. First, we emphasize that there is much to be gained by addressing employees' perceptions of CSR, rather than objective CSR because employee reactions to CSR are likely to emerge based on that perceived rather than actual reality. Second, we show perceived CSR's effects on employees in experimental and passive observation field studies, in cross-sectional and longitudinal designs, in

nonmanagerial and managerial samples in the United States and Hong Kong, and adopting between- and within-person data-analytical approaches. Most, if not all, empirical studies of CSR have used a monomethod design, which may not serve as a strong test of theories (Scandura & Williams, 2000). Our manuscript contributes to the CSR literature by illustrating the feasibility and benefits of a multimethod, multisample approach to testing the proposed theory of socioemotional foundations of CSR, paving the way for additional microfoundations research in the future.

13.2 | Implications for practice

Aguinis et al. (2010, p. 530) recommended that “[t]o demonstrate a study’s practical significance, there is a need to describe results in a way that makes sense for practitioners.” The current set of results from multiple studies together show managers that the entire model (Fig. 1) is a reasonable representation of the process by which employees appraise a firm’s CSR. That is, the perception-emotion-attitude-behavior sequence illustrates intrapsychic experiences of employees when they witness a firm’s CSR, revealing how CSR affects employees and in turn affects their behaviors. Gaining knowledge about the CSR-pride-OE-turnover sequence is especially important for managers for several reasons.

First, managers must be aware that there is a great deal of variability in their employees’ perceptions of CSR. In addition, individuals who perceive a higher level of CSR report more favorable emotional, attitudinal, and behavioral reactions than those who perceive a low level of CSR. For instance, increased employee awareness of CSR initiatives can lead to enhanced employee meaningfulness (Aguinis & Glavas, 2017). To be clear, we are *not* advocating for organizations to manipulate employees’ CSR perceptions to achieve these desired outcomes. Instead, managers should periodically monitor employees’ perceptions of CSR. As Akremi et al. (2018, p. 650) noted, “firms need to give heed to, assess, and manage CSR perceptions among their employees and other stakeholders” and, in the event of misalignment, managers should “revise their communication practices through forums, internal reports, training, and targeted communication” (p. 650). For instance, Jones et al. (2014) observed that even the web sites of those *Fortune* 500 companies with strong social performance did not contain much information about CSR, whereas other researchers found that consumers were not aware of the CSR activities engaged by the organizations they frequently patronized (Parsa, Lord, Putrevu, & Kreeger, 2015). These findings suggest that firms need to significantly enhance their communication efforts to attract outside talent and to enhance existing employees’ reactions.

Second, when designing CSR initiatives, managers seldom consider whether the initiatives may affect the turnover tendency of their workforce. This is a significant oversight, as without sufficient human resources to assist in implementation, CSR plans are unlikely to be successfully realized (Voegtlin & Greenwood, 2016). Our results provide managers with empirical evidence that perceived CSR can lower the tendency of employees to exit. The evidence is especially relevant, given that our focus is on external CSR, not internal CSR. If employees are willing to stay as a result of perceptions of the organization’s external CSR, managers can envision that the retention effects are likely to be even stronger if the perceptions of CSR cover the internal environment of the organization and provide positive effects for employees’ work lives. In the current U.S. economy in which unemployment rate is declining, and workers have more job alternatives, it is important that organizations develop more attractive profiles to retain talent. Our study shows to managers that engaging in more CSR is one possible way to do so.

Third, we not only showed that perceived CSR matters for employee turnover but also helped managers understand the psychological mechanisms that lead to favorable responses. We showed that employees are likely to experience pride when they perceive that their firm engages in strong CSR. This is an important discovery because it explains why job attitudes (e.g., commitment, identification, trust) improve as a result of seeing a firm’s CSR. We uncovered the immediate emotional responses that lead to such attitudinal changes. In other words, we show managers that pride is the lynchpin that links perceived CSR to an employee’s willingness to stay. To appraise CSR effectiveness, then, managers should determine whether employees feel proud as a result of their perceptions of CSR. Organization-wide surveys and open discussions can be useful to that end.

13.3 | Limitations and additional suggestions for future research

First, despite the use of an experiment (Study 1), two field studies (Studies 2 and 3), and a 14-month longitudinal study (Study 4), our results do not provide definitive causal evidence. Study 1 was helpful in this regard, as participants who envisioned working in a firm with strong CSR reported more positive reactions than the low-CSR subjects. Although this design allowed us to disentangle the causal effects of perceived CSR on pride and OE, and mitigate the effects of several potential confounding variables, it did not test the causal effects of perceived CSR on turnover. In addition, although Study 1 involved employee participants, the design necessarily required them to report their anticipatory, rather than actual, emotions and attitudes. Reassuringly, we conducted field studies (Studies 2–4), and the results mirrored those of Study 1.

Second, Studies 2 and 3 relied on self-ratings, and perceived CSR, pride, and OE were measured at the same time point, raising concerns about the influence of common method bias. Nevertheless, we suggest that employees are in the best position to appraise their own emotions (pride) and organization-directed attitudes (OE). Turnover, as a one-item status variable, should be less susceptible to the influence of biases inherent in self-ratings. We have also provided evidence in Studies 2 and 3 that nonself-ratings of CSR still had significant effects on pride. Moreover, Studies 2 and 3 involved convenience sampling, as we relied on our personal and professional networks to recruit study participants. Such a recruitment strategy could have resulted in a sample that is not generalizable to other contexts. However, such a recruitment strategy has the advantage of increasing the response rate and sampling employees from heterogeneous backgrounds.

Third, our measure of perceived CSR (Turker, 2009b) captured multiple CSR initiatives, such as efforts to preserve the natural environment, to help nongovernment organizations, and to improve the well-being of future generations. However, this scale focuses slightly more on CSR initiatives targeted at the natural environment; as Turker (2009b) argued, “the notion of CSR starts with the increasing concerns of people about environmental degradation” (p. 417). Thus, placing slightly more emphasis on the natural environment in the scale seems reasonable. However, the estimates we obtained might have been more conservative than when we used a scale that comprehensively covered all areas of external CSR. In addition, this measure, did not allow us to pinpoint perceptions of which CSR activities have stronger effects on employees. An event paradigm that focuses on one specific type of CSR initiatives, such as corporate volunteering programs (Jones, 2010), can be especially helpful in this regard. Another possible approach to supplement our focus on perceived CSR is to examine the mission statements and web sites of the organizations involved to identify whether or not perceived CSR and objective CSR converge.

Fourth, the proposed sequence might have manifested in different intensities for different people. For example, one moderator to consider in future research is the perceived sincerity of the firm's CSR from the employees' perspectives. In a recruitment context, job applicants who believed that a firm's CSR was motivated by prosocial motives reported stronger feelings about the firm's justice (Joo, Moon, & Choi, 2016). In contrast, some firms engage in CSR for enhancing their public relations or images (Bice, 2017; Fassin & Buelens, 2011), and there is indeed evidence that consumers react negatively when an organization's CSR is perceived to be insincere (Scholder, Webb, & Mohr, 2006; Yoon, Gurhan-Canli, & Schwartz, 2006). Thus, it is possible that the effects of perceived CSR on pride, OE, and turnover are weaker when such CSR initiatives were deemed insincere.

Fifth, we have largely focused on external CSR, as the emotion of pride is especially likely to grow when external prestige of the firm is strong. Internal CSR, on the contrary, might enhance other types of emotions, such as gratitude. Future research comparing the effects of external and internal CSR is therefore strongly needed. More broadly, future research should consider examining other emotions, attitudes, and behaviors to further build the microfoundations of CSR.

Sixth, one finding emerged to be different between Studies 2 and 3 that requires further scrutiny in the future. Namely, OE was negatively related to turnover in Study 2 (the nonmanagerial sample), whereas it was unrelated to turnover in Study 3 (the managerial sample). There are at least two possible explanations. First, perhaps managers are naturally more embedded (longer tenures, more institutional capital) that makes them less affected by their company's CSR efforts. In other words, their turnover decisions might be driven by other factors as a result of their higher job level rather than by the embeddedness force resulted from perceived CSR. Second, the divergent findings may indicate

that perceived CSR is perhaps a more salient factor in determining turnover for employees than for managers. For nonmanagerial employees, they might be motivated to actively look for cues (e.g., dependability; support) to help them identify an employer with which they can feel bonded and in which they can feel comfortable getting embedded in the long run (Campbell & Campbell, 2003), and CSR helps communicate these positive cues. Managers, having already somewhat embedded in their organizations because of their managerial roles, might be less responsive to the positive signaling effects of CSR.

Seventh, we did not control for other predictors of turnover. Our rationale was that OE, as a stable job attitude, has been shown to consistently predict turnover (Allen & Shanock, 2013; Crossley et al., 2007; Jiang et al., 2012; Mitchell, Holtom, & Lee, 2001; Mitchell, Holtom, Lee, Sablinski, & Erez, 2001; Tanova & Holtom, 2008). Thus, by relating perceived CSR to OE (and then to turnover), we showed that perceived CSR was a legitimate, though indirect, predictor of one's decision to exit. Future research could test the robustness of our findings by demonstrating the incremental predictive power of perceived CSR above and beyond other turnover antecedents. First, researchers can include some of the main predictors of turnover identified in the literature as control variables, such as job dissatisfaction, job alternatives, and organizational commitment (Griffeth et al., 2000; Hom & Kinicki, 2001; Lee, Mitchell, Holtom, McDaniel, & Hill, 1999). Second, researchers can include other variables in our proposed model and contrast their effects on turnover with that of perceived CSR. For instance, it is possible that receiving unfair treatments from the direct supervisor might invoke strong turnover decisions (Jones & Skarlicki, 2003), despite the presence of the positive cues signaled by the firm's CSR.

Finally, there is room for improvement regarding the measurement of perceived CSR. First, although most scales of perceived CSR capture the perceived frequency with which organizations engage in CSR, there are a few scales that serve to measure respondents' overall impression of the organization as a responsible entity (e.g., "This organization is concerned with improving the well-being of stakeholders and society at large; De Roeck et al., 2016; Wagner, Lutz, & Weitz, 2009). Future measure development efforts will benefit from clarifying whether a scale assessing perceived frequency of CSR or a more global trait-like CSR judgment of a firm has greater predictive power. Second, CSR activities covered by existing measures vary substantially, including employee-, community-, natural environment-, supplier-, consumer-, future generation-, and public institution-oriented CSR (e.g., Akremi et al., 2018; Alvarado-Herrera, Bigne, Aldas-Manzano, & Curras-Perez, 2017; Carmeli et al., 2007; D'Aprile & Talò, 2014; Maignan & Ferrell, 2000; Turker, 2009b). The field is thus in need of developing greater consensus on which dimensions are most valid and in which contexts. Third, there are additional dimensions that are not yet included in most of the existing scales. For instance, many studies examined whether employees or stakeholders perceived a firm's CSR initiatives as sincere and found that whether CSR was perceived to be sincere versus insincere led to drastically different outcomes (Scheinbaum, Lacey, & Liang, 2017; Scholder et al., 2006; Yoon et al., 2006). Thus, a scale that integrates perceptions of motives would be useful (e.g., "This organization sincerely engages in activities that protect the natural environment") given that a majority of researchers and practitioners are interested in employees' reactions to genuine CSR activities (Akremi et al., 2018). Finally, because many employees are unaware of organizations' CSR efforts, a low level of CSR perception does not necessarily mean that employees see the organization as not interested in or care about CSR; it might merely reflect employees' lack of awareness of a firm's CSR efforts. Thus, it would be useful for future measure development efforts to remove the confounding role of CSR awareness. In other words, an item that says "I am not aware of my firm's CSR activities" is not identical to an item that says "my firm does not engage in CSR activities."

14 | CONCLUDING REMARKS

It is clear that CSR is a prominent research topic in organizational behavior and that multiple authors have called for additional research in understanding the microfoundations of CSR (Aguinis & Glavas, 2017; Morgeson et al., 2013). We answered this call and showed that employees' responses to perceptions of CSR can be systematically analyzed and understood using a perception-emotion-attitude-behavior framework. We hope our multimethod, multisample approach to theory development paves the way for additional contributions of organizational behavior studies to

microfoundations research on CSR, especially employees' emotional, attitudinal, and behavioral reactions to perceptions of a firm's CSR activities.

NOTE

¹ Detailed results regarding these analyses are available from the authors upon request.

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APPENDIX A: SCENARIOS USED IN STUDY 1

High-CSR Condition

The D. J. Reynolds Corporation is composed of three major divisions: manufacturing, marketing and public relations, and research and development. Each one, contributing with its own expertise, creates a unique group delivering innovative solutions to appliance manufacturing with emphasis on cooking, dishwashing, laundry, and refrigeration products. D. J. Reynolds Corporation has a global presence and operates in 25 countries around the world. At D. J. Reynolds Corporation we adhere to the principles of high productivity and CSR—of achieving success in ways that honor ethical values and respect people, communities, and the natural environment. For instance, we monitor all of our facilities to make sure we maximize productivity and minimize the environmental impact of our production activities, including maintaining a close-to-zero carbon footprint, such as using solar energy and upgrading facilities with LED lights. Not only are we in compliance with all applicable environmental regulations, but we also go beyond minimum regulation standards to ensure that our environmental practices lead the industry. In addition, we have made it a priority to support a wide range of employee volunteering initiatives; last year, we supported 99% of such activities. We also match employees' donations to charity for up to \$10,000 per employee annually. Furthermore, we have set up a one-million dollar fund to support a foundation aimed at increasing environmental awareness (e.g., recycling). Finally, we engage with the local community by reinvesting 20% of our profits into local educational programs, and ensuring that all products are safe for society at large.

Low-CSR Condition

The D. J. Reynolds Corporation is composed of three major divisions: manufacturing, marketing and public relations, and research and development. Each one, contributing with its own expertise, creates a unique group delivering innovative solutions to appliance manufacturing with emphasis on cooking, dishwashing, laundry, and refrigeration products. D. J. Reynolds Corporation has a global presence and operates in 25 countries around the world. At D. J. Reynolds Corporation, we adhere to the principles of high productivity. For instance, we monitor all of our facilities to make sure we maximize productivity. We also ensure that we are in compliance with at least some environmental regulations. In addition, we selectively support some employee volunteering initiatives; last year, we supported 10% of such activities. We also match employees' donations to charity for up to \$50 per employee annually. Furthermore, we have set up a \$3,000 fund to support a foundation aimed at increasing environmental awareness (e.g., recycling). Finally, we engage with the local community by reinvesting .01% of our profits into local educational programs, and ensuring that our most popular products are safe for society at large.

APPENDIX B: SCALE ITEMS USED in STUDIES 1-4

Study 1

Pride

- (1) I would feel proud to be an employee of this organization.
- (2) I would feel proud to tell others that I work for this organization.
- (3) I would feel proud to identify myself personally with this organization.
- (4) I would be proud to be part of this organization.

Organizational embeddedness

- (1) I would feel attached to this organization.
- (2) It would be difficult for me to leave this organization.

- (3) I would be too caught up in this organization to leave.
- (4) I would feel tied to this organization
- (5) I simply would not leave this organization.
- (6) I would be tightly connected to this organization.

Manipulation check

- (1) The organization that I read is likely to participate in activities which aimed to protect and improve the quality of the natural environment.
- (2) The organization that I read is likely to make investment to create a better life for future generations.
- (3) The organization that I read is likely to implement special programs to minimize its negative impact on the natural environment.
- (4) The organization that I read is likely to target sustainable growth which considered future generations.
- (5) The organization that I read is likely to support nongovernmental organizations working in problematic areas.
- (6) The organization that I read is likely to contribute to campaigns and projects that promoted the well-being of the society.
- (7) The organization that I read is likely to encourage its employees to participate in volunteer work.

Studies 2, 3, and 4

Perceived CSR

- (1) This organization participates in activities which aim to protect and improve the quality of the natural environment.
- (2) This organization makes investment to create a better life for future generations.
- (3) This organization implements special programs to minimize its negative impact on the natural environment.
- (4) This organization targets sustainable growth which considers future generations.
- (5) This organization supports nongovernmental organizations working in problematic areas.
- (6) This organization contributes to campaigns and projects that promote the well-being of the society.
- (7) This organization encourages its employees to participate in volunteer work.

Pride

- (1) I feel proud to be an employee of this organization.
- (2) I feel proud to tell others that I work for this organization.
- (3) I feel proud to identify myself personally with this organization.
- (4) I am proud to be part of this organization.

Organizational embeddedness

- (1) I feel attached to this organization.
- (2) It would be difficult for me to leave this organization.
- (3) I am too caught up in this organization to leave.
- (4) I feel tied to this organization.
- (5) I simply could not leave this organization.
- (6) I am tightly connected to this organization.

Voluntary turnover

Have you voluntarily changed organizations in the last 6 months?

Additional Scales Used in Study 2**Affective organizational commitment**

- (1) I would be very happy to spend the rest of my career with this organization.
- (2) I really feel as if this organization's problems are my own.
- (3) I feel a strong sense of "belonging" to this organization.
- (4) I feel emotionally attached to this organization.
- (5) I feel like "part of the family" at this organization.
- (6) This organization has a great deal of personal meaning for me.

Organizational identification

- (1) When someone criticizes this organization, it feels like a personal insult.
- (2) I am very interested in what others think about this organization.
- (3) When I talk about this organization, I usually say "we" rather than "they."
- (4) This organization's successes are my successes.
- (5) When someone praises this organization, it feels like a personal compliment.

Positive mood

- (1) Alert
- (2) Excited
- (3) Interested
- (4) Inspired
- (5) Strong
- (6) Determined
- (7) Attentive
- (8) Active
- (9) Enthusiastic
- (10) Proud

Organizational exchange quality

- (1) I do not have to specify the exact conditions to know this organization will return a favor.
- (2) This organization and I have a sharing relationship; managers here and I can freely share our ideas, feelings, and hopes.
- (3) My relationship with this organization is based on mutual trust.
- (4) If I share my problems with this organization, I know that managers here would respond constructively and caringly.
- (5) My working relationship with this organization is effective.
- (6) I would have to say that this organization and I have both made considerable emotional investments in our working relationship.

Additional Scales Used in Study 4**Trait positive affect**

- (1) Alert
- (2) Excited
- (3) Interested
- (4) Inspired
- (5) Strong
- (6) Determined
- (7) Attentive
- (8) Active
- (9) Enthusiastic
- (10) Proud